

Phumelela Local Municipality



Draft Reviewed Integrated Development Plan 2013-2014 Review





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Section A



Executive Summary





1.1 Challenges & Opportunities

The Phumelela Municipality offers its communities, potential investors and other stakeholders several dynamic opportunities. The town is situated close to the important N3 main road between two of the country's primary economic centers, namely those of Durban / Pietermaritzburg and the Gauteng economic hinterland, Johannesburg / Tshwane. The Council's development focus is especially on the following **opportunities**:

Table 1: Phumelela: Opportunities

Development Opportunity	Focus Initiatives
<i>Economic growth</i>	<ul style="list-style-type: none"> • Tourism is the main focus area for expanded economic growth. • Job creation is a central theme in the Municipality's local economic development initiatives. • The Council supports national government's focus on SMME and BBBEE development. There is also an understanding of the importance of promoting local industries, but due to the rural nature of the area, it is not always possible to obtain the required skills and resources required by the Municipality from local sources.
<i>Improved Service Delivery</i>	<ul style="list-style-type: none"> • It is the Municipality's primary role to ensure basic services to its citizens in an equal and balanced manner. These include services such as water, sanitation, refuse removal, waste disposal and the maintenance of roads, streets and pavements. • The maintenance of infrastructure and replacement of ageing infrastructure is a high priority for the Council. Lack of resources severely limits Council's capacity to achieve this.
<i>Good Governance</i>	<ul style="list-style-type: none"> • The Council continuously strives improve the efficiency of its political and administrative systems, structures and processes. • It is a high priority for Council to involve its citizens in decisions affecting them. • Improved financial viability and consistent efforts to improve the efficiency of the municipality's administration and management systems and processes are high priorities.
<i>Integrated Human Settlements</i>	<ul style="list-style-type: none"> • The Municipality has managed to increase access to housing by 9,3% over the period 2001-2007. • The Municipality currently prioritizes the review of its Spatial Development Framework and the design of an appropriate land use management system.
<i>Social and Community Development</i>	<ul style="list-style-type: none"> • It is important for the Council to ensure good quality and well-maintained sport facilities, parks and community halls for its communities.

However, the Municipality also faces several important **challenges** in service rendering. Most of these relates back to limited municipal capacity. Some of the most noticeable of these are:

- Refurbish the old infrastructure to reduce water losses
- Replacing of asbestos pipes
- Continuously training the community to safe water



- Lack of funding remains a serious challenge
- Fencing of sport facility: soccer field, volley ball, tennis court and basketball (R590,000) EDWIN Construction.
- Job creation must enjoy priority.
- The municipality will re-prioritise to ensure that the LED function is better resourced; including the appointment of skilled people
- Fill critical budgeted vacant positions on the Finance Department staff establishment
- Reduce grant dependency. Revenue collection must improve and operating expenditure must be reduced
- Managing overtime on a monthly basis
- Water and electricity losses to be strictly controlled (specifically the pre-paid part)
- Increase number of indigents (Income)
- Retaining trained finance personnel
- Change the financial management system
- Better and bigger office space
- Capacity-building: As soon as critical vacancies are filled, Provincial Treasury will train new employees.
- Compile financial statements internally – software already available

1.2 What are we doing to improve ourselves?

Alignment of municipal activities towards the IDP and Council resolutions

The municipality has conducted a comprehensive review of its IDP according to our IDP Process Plan. This, together with the resolutions of Council during the year, provided us with the governance and management framework according to which we have planned, organised and implemented our activities during the year. In this regard, the following issues are worth mentioning:

- Council's emphasis on improving access of our communities to basic services, with specific reference to water, sanitation, electricity and refuse removal. We have managed to improve the quality of our drinking water through our participation in the blue drop assessment process, and the quality of waste water management through our participation in the green drop assessment process. Currently our blue drop assessment score is 62%. Considering current efforts aimed at formalising our water management framework and plans, this will doubtlessly improve in future.
- 2x People are currently managing dumping sites. This needs to be increased. People from community will be trained to man landfill sites on behalf of the Municipality
- Cemeteries maintenance plan must still be developed (no. of maintenance programmes)
- Global warming. Municipality must start prioritizing the matter of environmental protection.
- Our community engagement and participation processes and structures need to be improved. In this regard, our emphasis in the coming financial year will be on actively partnering with our communities in our efforts to develop our local area.
- Our commitment to work towards a clean audit opinion by 2014, in support of the aims of Operation Clean Audit 2014 is non-negotiable.



Service Delivery performance

We are reasonably satisfied that we, as managers, have contributed positively towards Council's service delivery successes in 2010/11. However, there were also several challenges that need to be addressed. In this regard, the following could be highlighted:

- We are serving 9,780 households in formal residential areas with water (yard connections). These households also all have access to full waterborne systems of sanitation.
- We have reviewed and finalised the Water Services Development Plan for our Municipality.
- Schools and households in rural areas without access to basic services, with specific reference to water and sanitation.
- Variety of awareness campaigns, including water, sanitation, HIV and Aids, environmental awareness and waste disposal campaigns.
- The finalisation of the process of re-location the landfill sites and making sure that they are properly registered.
- A proper cemetery management and maintenance system.
- Establishment of a local Sports Council.
- Inadequate capacity to address the urgent need for local economic development initiatives, and therefore to implement the LED Strategy.

Financial Viability and Management

We are striving to ensure a sustainable improvement in the operational cash flow situation of the municipality. Although our cash flows were under severe pressure for a number of consecutive financial years, we have managed to close the 2011/12 financial year with a positive bank balance. This was mostly thanks to the efforts of our newly appointed CFO. In this regard, specific reference could be made of the following:

- Updating of financial record-keeping system
- Paid more creditors electronically in comparison with cheques
- Overspent on capital projects funded through own funding (operating revenue)
- Irregular, wasteful and unauthorized expenditure reduced
- Processing of VAT done electronically through e-filing – money recovered within a month
- All reconciliations to be submitted on a monthly basis
- Recovery of fees from Human Settlement (R1,6 million) and District (R321,000)

Policies and related administrative matters

The municipality has maintained registers of the required administrative and financial policies throughout the 2012/13 financial year. The employment equity plan was reviewed and progress reports about its implementation submitted to the Department of Labour. The following important plans and policies were also reviewed and/or implemented:

- The Property Rates Act
- The Human Resource Strategy.
- The Indigent Register
- The Supply Chain Management and Procurement Policy
- A credit card policy was approved
- A debt policy has been submitted to Council
- A risk management plan has been finalised



Shared Services

The municipality entered into an agreement with the district municipality for the utilisation of the services of a single, shared Audit Committee.

1.3 What could be expected from us over the next five years?

The municipality will work towards the following strategic objectives over the next five years:

Table 2: Phumelela: Strategic Objectives, 2012-2016

Priority	Objectives	Outcomes
1: Water	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of water Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP. The percentage of households earning less than R1,100 per month with access to free basic services
2: Sanitation	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of sanitation Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.
3: Municipal Roads and Stormwater	To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	Repair and paving of roads according to the targets and projects indicated in the 5-year IDP
4: Local and Rural Economic Development	To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP	<ul style="list-style-type: none"> (Number of) employment opportunities created through targeted IDP projects (Number of) employment opportunities created through EPWP initiatives
5: Institution Building	To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	<ul style="list-style-type: none"> The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan; the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and financial viability as expressed by the following ratios
	To facilitate institutional transformation and development in the Phumelela local municipality	<ul style="list-style-type: none"> The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan; Targets in the organizational redesign and change management strategy; and



Priority	Objectives	Outcomes
		<ul style="list-style-type: none"> Skills development targets in the municipal Skills Development Plan
	To ensure good governance in the Phumelela local municipality	<ul style="list-style-type: none"> Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports. Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities. By-laws and policies to enable the effective governance of the municipality
6: Refuse Removal	To ensure good waste management in the Phumelela municipal area	<ul style="list-style-type: none"> Three licensed and registered landfill sites. 100% of households in formal areas with access to refuse removal services at basic acceptable national standards
7: Electricity Reticulation	To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity
8: Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries
9: Sport and Recreational facilities	To ensure access to quality sport and recreational in the Phumelela municipal area	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP
10: Traffic and Parking	To ensure effective traffic management and parking in the Phumelela municipal area	Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP
11: Firefighting	To ensure effective firefighting in the Phumelela municipal area	Ten trained firefighters

1.4 Our Vision

We, as a municipality is driven by a set of key objectives that determine our overall agenda. These objectives are as follows:

- To work with other spheres of government to ensure that all our communities enjoy equal, non-prohibited access to basic services; including water, sanitation, electricity and refuse removal; first and foremost on the level of basic access, but then (where and when basic levels have been achieved) higher levels of development.
- To improve the capacity of our political and administrative structures and resources in order to continuously improve its response ability. This include improving the professionalism of our staff, building responsible and accountable management systems, ensuring effective political oversight and improving value-for-money by the way in which we organise ourselves for service delivery.



- To improve our audit opinion. We have recently appointed a new CFO, and are building progressively towards a position where our finances are properly controlled and managed to enable us to achieve government's aims of clean audits for all public institutions by 2014.
- To strengthen our partnerships with other spheres of government, through active utilisation of the available IGR forums and opportunities, with our community and with civil society. In working towards these aims, we are committed to keep our communities informed, and allow them the opportunity to participate in decision-making regarding those services and issues that we have entrusted to us, and that we are handling on their behalf.
- To improve the political oversight, and management control over the activities of municipal managers and employees. We are aware of the fact that our community has entrusted us with their money and that we have a responsibility to give feedback to them about what we have done with those funds, and what we have achieved in the process. In order to be able to achieve this, we need strong and well-functioning political oversight structures and process, and effective management controls.
- To maintain and improve sports and recreational facilities to allow our communities access to good quality relaxation, sporting, recreational, educational and cultural opportunities for expression and sound recreation.
- To address the needs of transversal groups in our communities, including the youth, women, the elderly and persons with disabilities.

1.5 Demographic Profile

The Phumelela Local Municipality forms part of the **Mofutsanyane District**. It consists of 8 wards and covers an area of **7,550.4910 km²**. The terrain morphology indicates that the most eastern part of Phumelela, including Memel and a stretch of ground towards the northwest, consists of low mountains. The Warden and Vrede areas are strongly undulating irregular land. The whole Phumelela local municipality grounds falls in the Vaal River catchment's drainage region.

Table 3: Demographic profile of the Phumelela Municipality's population

Wards	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Ward 1	1,950	12	8	342	8	2,320
Ward 2	6,296	20	16	11	28	6,371
Ward 3	3,061	29	52	972	14	4,128
Ward 4	5,457	13	15	5	21	5,512
Ward 5	6,194	19	1	662	3	6,878
Ward 6	5,733	8	22	7	15	5,784
Ward 7	5,441	37	37	919	43	6,477
Ward 8	9,641	55	15	581	9	10,301
Grand Total	43,773	193	167	3,499	141	47,772

(Source: Census 2011)

What is worth noting is the apparent decline in population of the area, if the result of Census 2001 is compared with that of the result of Census 2011.



1.6 Municipal Powers & Functions

Table 4: Municipal Powers and Functions

Function	Authorisations	Definition
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	YES	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Yes	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, ta
Fire Fighting	Yes	In relation to District Municipality "Firefighting" means:•Planning, co-ordination and regulation of fire services;•specialised fire fighting services such as mountain, veld and chemical fire services;•co-ordination of the standardisation of infrastru
Local tourism	No	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and cont
Municipal airport	Yes	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and se
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:•Air poll
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:•Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area•Scheduled ser
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas



Function	Authorisations	Definition
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	Yes	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply
Sanitation	Yes	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service
Schedule 5		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which:lpromotes the sale.
Cemeteries, funeral parlours and crematoria	Yes, including DM function	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses , and includes an inspection service to monitor liquor outlets for compliance to license requirements in as f
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration require
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption



Function	Authorisations	Definition
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment, conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes, including DM function	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its bylaws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road
Street lighting	Yes	The provision and maintenance of lighting for streets
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works	Yes	Any supporting infrastructure or services to empower a municipality to perform its functions, such as water, sanitation or electricity infrastructure.

(Municipal Demarcation Board, 2008)

**The Municipality –**

- Has been classified as a category B3 municipality in terms of the Local Government Turnaround Strategy
- Is a Water Service's Authority
- Has been classified as a vulnerable municipality that has to compile its IDP in terms of the Framework for simplified IDPs

1.7 What will be funded over the planning cycle of this IDP?*Table 5: Funded IDP priorities: 2012-2017*

Priority	Issue	Targeted for budget allocation over the next five years	Short description of main infrastructure issues / considerations
1	Water and sanitation	Yes	<ul style="list-style-type: none"> • Ageing infrastructure require replacement / high maintenance costs • Increase access has put huge pressure on infrastructure, and require exponential infrastructure expansion • Required to support envisaged economic and social expansion
2	Streets and Stormwater	Yes	<ul style="list-style-type: none"> • Declining condition of access roads • Need to expand good quality internal roads to previously disadvantaged areas
3	Waste Management	Yes	<ul style="list-style-type: none"> • The Municipality needs to solve problems related to the location of landfill sites (close to urban areas) and the fact that some landfill sites are located on private property
4	Electricity and lights	Yes	<ul style="list-style-type: none"> • <i>Limited scope:</i> With the exception of Warden, Eskom distributes electricity throughout the region. Although the distribution of electricity is seen as an additional source of income to the council, the network within Warden is old and in desperate need of repair, the proper metering of this service will also need to be attended to.
5	Cemeteries	Yes	<ul style="list-style-type: none"> • Insufficient capacity of existing sites
6	Local Economic Development	Yes / No	<ul style="list-style-type: none"> • The prioritisation will be through the proper maintenance and upgrading of water, sanitation and roads infrastructure. • The Municipality does not have the budget or resource capacity to invest in expensive economic infrastructure.
7	Land Development and Land Reform	Yes	<ul style="list-style-type: none"> • Not a municipal core function, but the municipality does purchase land from time to time to promote local economic development, township establishment and the formalization of land. • Essentially, the municipality's role is focused on the identification of land for redistribution and in so-doing supporting sector departments.
8	Disaster and Environmental Management	No	<ul style="list-style-type: none"> • Disaster Management is essentially a district function and Phumelela Municipality assist in instances of emergencies – especially in the case of veldfires. Such instances are regarded as normal overheads and not specifically budgeted for.



Priority	Issue	Targeted for budget allocation over the next five years	Short description of main infrastructure issues / considerations
			<ul style="list-style-type: none"> The costs related to environmental issues are either accounted for in project costs, or the function is handled as part of the general overheads incurred in service delivery and not specifically catered for on the operating budget.
9	Institutional Development	Yes	<ul style="list-style-type: none"> Review of the organisational structure to ensure a streamlined administration Annual review of the Institutional strategy, including the HR Strategy, the Employment Equity Plan and the Skills Development Plan.
10	Financial Management	Yes	<ul style="list-style-type: none"> The Municipality's objectives focus on two key issues, namely to promote its financial viability through revenue enhancement and credit and debt control, and to improve the institution's audit outcomes.
10	Sport and Recreation	Yes	<ul style="list-style-type: none"> Sport and recreation facilities are essential to improve the quality of life of citizens, with specific focus on previously disadvantaged areas.
11	Safety and Security	No	<ul style="list-style-type: none"> Not a municipal core function – the municipality's role is focused on the identification of land for redistribution and in so-doing supporting sector departments.
12	Transversal Programmes	Yes	<ul style="list-style-type: none"> Initiatives to be funded through the operating budget.

1.8 Process Followed to Compile this IDP

The following were milestones in the process that was followed to compile this 5-year IDP:

- (1) An IDP / Budget Process Plan were approved by Council in August 2012.
- (2) A meeting of the IDP Representative Council was conducted on 29 November 2012.
- (3) A meeting of the IDP Steering Committee was conducted on 26 January 2012.
- (4) An IDP Workshop was conducted with Councillors and senior managers on 23 February 2012.

Milestones still to be achieved before the finalization of the IDP compilation process:

- (5) Alignment of the IDP with the budget.
- (6) A meeting of the IDP Steering Committee to sign off the 1st draft IDP (which must be submitted for credibility assessment)
- (7) A final meeting of the IDP Representative Forum after consideration of the draft IDP.
- (8) Community engagements: IDP and budget

The Municipality's IDP processes are directed by the IDP and the IDP Action Plan to guide operational activities directed at the finalization of the IDP

Section B



Status Quo Analysis





2.1 Population and Demographics

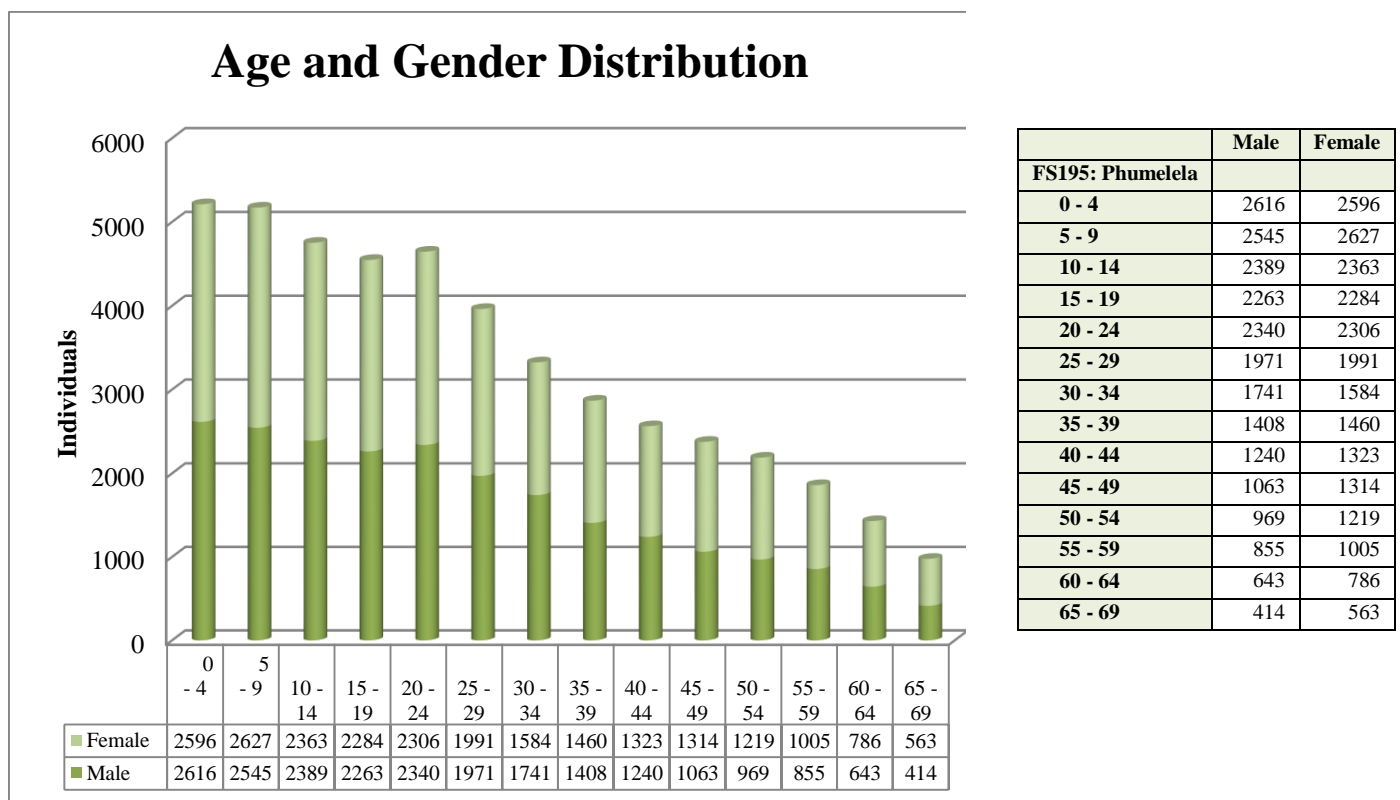
The Phumelela Local Municipality forms part of the **Mofutsanyane District**. It consists of 8 wards and covers an area of **7,550.4910 km²**. The terrain morphology indicates that the most eastern part of Phumelela, including Memel and a stretch of ground towards the northwest, consists of low mountains. The Warden and Vrede areas are strongly undulating irregular land. The whole Phumelela local municipality grounds falls in the Vaal River catchment's drainage region.

Phumelela is situated in the eastern Free State, to the north east of Bloemfontein. The local municipality area measures 7531.24km² in extend and comprises the former TLCs of Vrede, Warden and Memel, as well as a part of the former Riemland and Drakensberg TRCs.

The individual sizes of the various town units are: Vrede: 49.00 km², Memel: 12.02 km², Warden: 18.22 km², and Farmland: 7452.00 km². Most of the population (38 %) is resident on the rural farm areas. There is not definite predominant urban concentration of people, although Vrede has slightly higher population numbers.

The terrain morphology indicates that the most eastern part of Phumelela, including Memel and a stretch of ground towards the northwest, consists of low mountains. The Warden and Vrede areas are strongly undulating irregular land. The whole Phumelela local municipality grounds falls in the Vaal River catchment's drainage region.

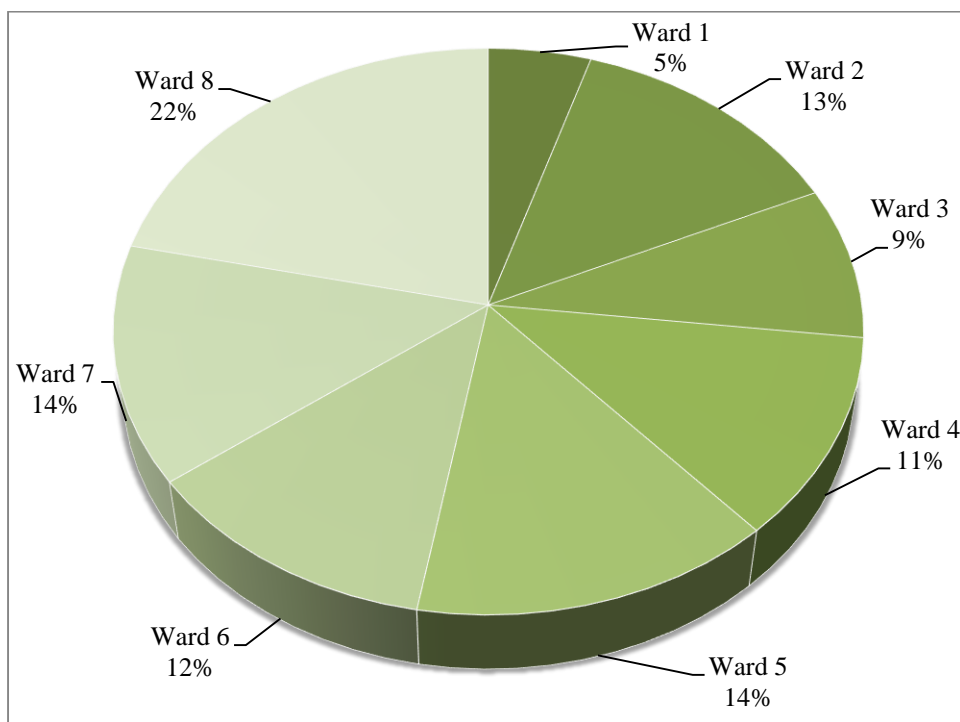
Figure 1: Population according to gender



(Source: Census 2011; Statssa)



Figure 2: Population per ward



Phumelela	47773
Ward 1	2320
Ward 2	6371
Ward 3	4130
Ward 4	5511
Ward 5	6879
Ward 6	5784
Ward 7	6478
Ward 8	10302

(Source: Census 2011; Statssa)

Table 6: Population according to Ward

	Black African	Coloured	Indian or Asian	White	Other
FS195: Phumelela	43773	193	167	3499	141
Ward 1	1950	12	8	342	8
Ward 2	6296	20	16	11	28
Ward 3	3061	29	52	972	14
Ward 4	5457	13	15	5	21
Ward 5	6194	19	1	662	3
Ward 6	5733	8	22	7	15
Ward 7	5441	37	37	919	43
Ward 8	9641	55	15	581	9

(Source: Census 2011; Statssa)



Table 7: Population group of Head of Households

	Black African	Coloured	Indian or Asian	White	Other
Ward 1	478	1	4	155	4
Ward 2	1500	3	8	-	11
Ward 3	905	8	27	416	6
Ward 4	1481	7	12	2	13
Ward 5	1409	5	-	199	3
Ward 6	1562	3	12	1	7
Ward 7	1618	10	13	318	20
Ward 8	2472	15	7	174	1

(Source: Census 2011; Statssa)

Table 8: Population trends

Population Trends	Census 2001	Community Survey 2007	Census 2011
Population	50 906	35 090	47773
Households	11 934	11 531	12888

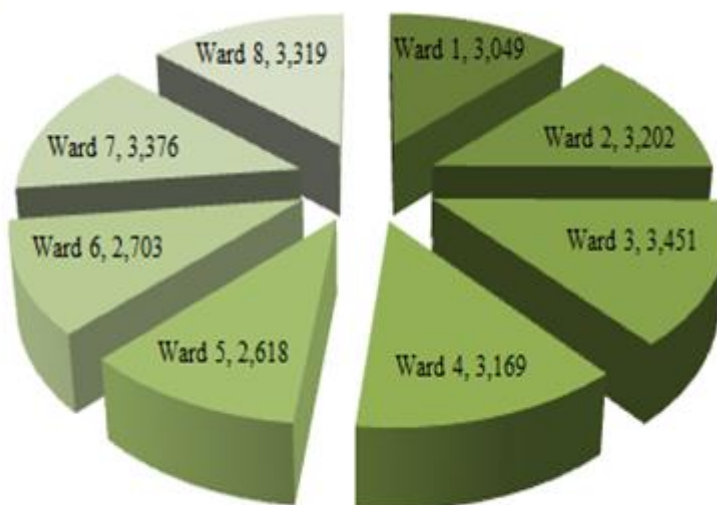
(Source: Community Survey 2007)

Figure 3: Voters per ward

Ward	Voters
Ward 1	3,049
Ward 2	3,202
Ward 3	3,451
Ward 4	3,169
Ward 5	2,618
Ward 6	2,703
Ward 7	3,376
Ward 8	3,319

There are a total of 8 wards in the Phumelela Municipality, with a total of 24,887 registered voters

(Source: Municipal Demarcation Board, 2011)





2.2 Basic Service Delivery and Infrastructure Development

2.2.1 Water

Figure 4: Access to water

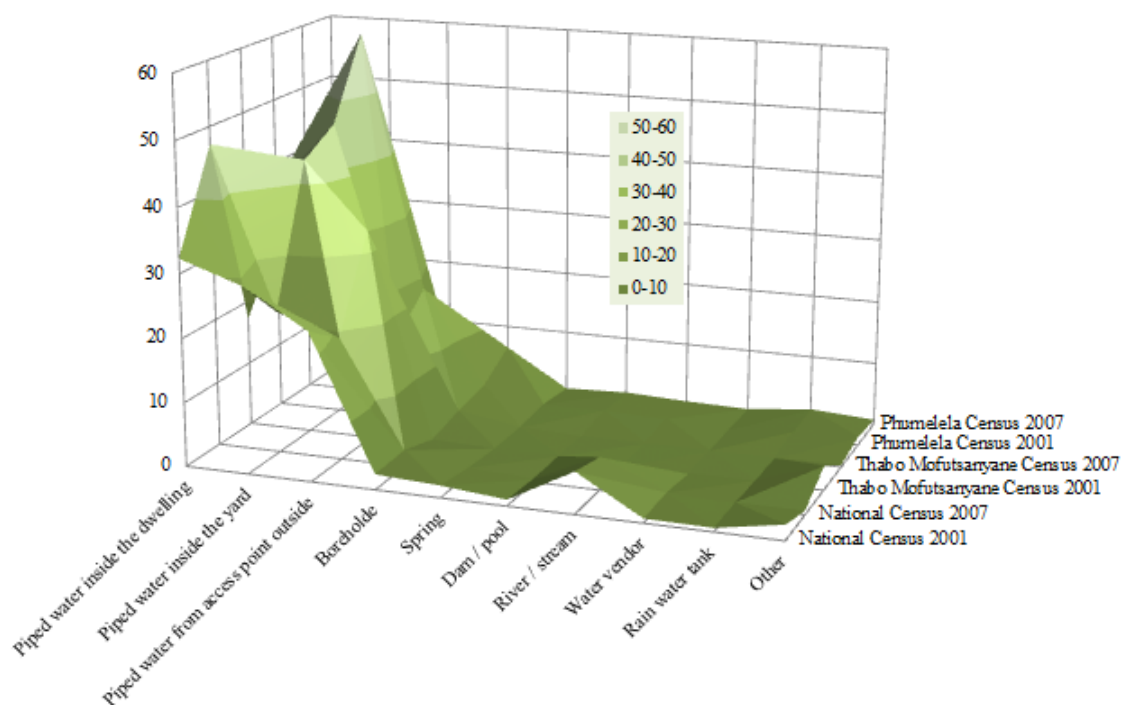


Table 9: Access to water

Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Piped water inside the dwelling	32.3	47.3	17.2	36.1	13.9	48.2	15	18.9	34.3
Piped water inside the yard	29	22.2	43.4	46.9	59.4	35.9	-6.8	3.5	-23.5
Piped water from access point outside	23.2	19.1	33.1	13.3	18.3	5.6	-4.1	-19.8	-12.7
Borehole	2.4	2.6	0.8	2.1	3	6.4	0.2	1.3	3.4
Spring	1.9	1	0.5	0.5	1	0.4	-0.9	0	-0.6
Dam / pool	1	0.5	0.5	0.2	1.1	0.8	-0.5	-0.3	-0.3
River / stream	6.5	5.1	0.2	0.2	0.9	0.4	-1.4	0	-0.5
Water vendor	0.7	0.9	0.1	0.2	0.2	0.2	0.2	0.1	0
Rain water tank	0.6	0.6	0.3	0.2	1	1.3	0	-0.1	0.3
Other	2.4	0.6	3.8	0.3	1.3	0.7	-1.8	-3.5	-0.6

(Source: Community Survey 2007) (Values expressed as percentages)



Table 10: Access to water- total households in the Country, the District as well as Phumelela

	Phumelela	Access to water as a %: Phumelela	Thabo Mafutsanyana District	Access to water as a %: Thabo Mafutsanyana District	RSA	Access to water as a %: RSA
Regional/ local water scheme (operated by municipality or other water services provider)	9762	76%	188662	86%	11519312	80%
Borehole	1688	13%	14783	7%	881495	6%
Spring	180	1%	1317	1%	178799	1%
Rain water tank	97	1%	724	0%	141475	1%
Dam/pool/stagnant water	130	1%	1972	1%	225181	2%
River/stream	61	0%	566	0%	651246	4%
Water vendor	102	1%	1458	1%	176425	1%
Water tanker	790	6%	4549	2%	376423	3%
Other	78	1%	3853	2%	299806	2%
Not applicable	-		-		-	

(Source: Census 2011; Statssa)

Table 11: Access to water- according to the Wards in Phumelela

	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other
FS195: Phumelela	9762	1688	180	97	130	61	102	790	78
Ward 1	630	8	-	-	-	-	1	-	2
Ward 2	1499	12	-	2	1	-	-	3	5
Ward 3	1344	6	-	-	1	-	6	1	3
Ward 4	1495	15	-	4	-	-	-	-	1
Ward 5	29	757	121	36	72	38	37	499	26
Ward 6	1563	2	-	3	-	-	2	10	5
Ward 7	1600	279	2	12	16	5	10	49	5
Ward 8	1603	608	57	40	38	18	46	228	31

(Source: Census 2011; Statssa)

- Within Vrede, the high number of un-serviced erven can be mainly attributed to the undeveloped Extension 4, which cannot be serviced due to its topography in relation to bulk water supply. This problem is currently being attended to and the first phases of the area should be serviceable within the next two years.
- The Warden / Ezenzeleni area is generally well serviced with water and only about 400 households make use of communal standpipes for their daily water supply. However, the addition



of 271 houses within the coming year will need to be serviced in order to maintain the same level of services. Within Memel / Zamani a large number of erven are not serviced with water at all. Approximately 1,300 households depend on communal standpipes or have to gather water elsewhere.

- The rural areas mostly make use of fountains and boreholes as their water source, due to, difficulties experienced with water supply from farm owners. In some cases surrounding farm workers even collect water from communal stands in nearby urban areas.

Status of the Municipality in terms of key water-related legislative requirements

- The Water Services Development Plan has not been reviewed since its adoption in 2004
- The Municipality is a water services authority
- The Blue drop assessment results of the Municipality must enjoy urgent attention. Current red drop status
- No Operation and Maintenance Plan for water services available

Table 12: Analysis of the function in terms of the requirements for simplified IDPs (Water)

Requirement in terms of the Simplified IDP Framework	Status
Indicate the status of the Water Services Development Plan	<ul style="list-style-type: none"> • Outdated and needs to be reviewed. The Municipality does not have the resources to review the WSDP at this stage
Indicate the national target for this service	<ul style="list-style-type: none"> • 100% access to basic level of service (within 200m walking distance from dwelling) by 2014
Number / percentage of households without access at all, with below standard access and with access	<ul style="list-style-type: none"> • Refer to the Table below
Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service	<ul style="list-style-type: none"> • The informal settlements in the areas do not have access to the service. It is the policy of the municipality to focus on eradication informal settlements as part of the Outcome 8 initiatives, rather than to try and provide services in informal areas.
Indicate all areas or settlements with an unreliable service and provide reasons for this	<ul style="list-style-type: none"> • All formal residential areas have at least RDP level of access. Ageing infrastructure and unaffordable maintenance and upgrading needs put pressure on the sustainability of these services.
Indicate the approved service level for the municipality informed by the Spatial Development Framework (SDF)	<ul style="list-style-type: none"> • The approved level is access to bulk services (serviced stands). The municipality's SDF support this policy and informs future service planning.
Indicate whether the municipality is the service authority or not	<ul style="list-style-type: none"> • Water Services Authority
Status of the provision of the basic services	<ul style="list-style-type: none"> • Registered indigents receive free basic services.
Indicate other challenges that are not highlighted above	<ul style="list-style-type: none"> • Lack of base-line (status quo) information
Availability and status on the operations and maintenance plan	<ul style="list-style-type: none"> • Operations and maintenance plan not currently available.
Availability of water to other associated facilitated such school, clinics, police stations	<ul style="list-style-type: none"> • All clinics in the area have access to water, but not the schools. The municipality does not have the capacity to serve these schools.



Table 13: Analysis of the function in terms of access levels (Water)

Water						
Settlements	Number of households	Above RDP	Below RDP	Challenge / Risk	Intervention required	Status Quo
WARDEN	3360	Services are at acceptable standards.	N/A	Insufficient trained personnel. Lack of adequate funds to properly maintain infrastructure. Ageing infrastructure, resulting in huge repairs and maintenance expenditure. Water Services Development Plan not reviewed since 2004.	Training of personnel who are purifying the water. Building the acceptable purification plant. Replacing the old infrastructure.	All households in formal townships have access to water according to national standards. Ageing infrastructure is putting huge pressure on the capacity of the municipality to maintain access standards. Within Vrede, the high number of un-serviced erven can be mainly attributed to the undeveloped Extension 4, which cannot be serviced due to its topography in relation to bulk water supply. The Warden / Ezenzeleni area is generally well serviced with water and only about 400
VREDE	4300	Services are in a acceptable standard	N/A		Training of personnel who are purifying the water. Increase the reservoir due to more township development Replacing the old infrastructure.	households make use of communal standpipes for their daily water supply. However, the addition of 271 houses within the coming year will need to be serviced in order to maintain the same level of services. Within
MEMEL	2400	Services are in a acceptable standard	N/A		Training of personnel who are purifying the water. Replacing the old infrastructure. Build a water purification plant that will cater for the whole community due to the new township development	Memel / Zamani a large number of erven are not serviced with water at all. Approximately 1,300 households depend on communal standpipes or have to gather water elsewhere. The rural areas mostly make use of fountains and boreholes as their water source, due to, difficulties experienced with water supply from farm owners. In some cases surrounding farm workers even collect water from communal stands in nearby urban areas.



Table 14: Status Quo: Water

Core Issue	Description
Sufficient Bulk water supply	Bulk supply of water sources as well as the maintenance of storage and purification infrastructure and equipment (especially in Warden) should enjoy highest priority as this would be the biggest direct threat of being able to provide sufficient potable water to households.
Individual connections	The continuous individual connection of erven to available reticulation networks is the most direct activity of providing water to households. Although other resource constraints exist, such connections should not be neglected as a result and should receive constant implementation.
Water losses	Large volumes of water are lost from the network annually due to illegal connections, wastage and leakages from old pipelines. These losses could be reduced by proper metering and leakage repair, resulting in accountable water and financial savings.
Water provision to Rural areas	The farm workers in Phumelela have difficulties in obtaining water from the farmers, resulting in them having to travel long distances to get water and transport it to their homes. The intention is that councillors/officials should engage in negotiations with the farmers to try and persuade them to provide water to their workers
Shortage of personnel	None of the town units within the municipality has sufficient technical human resources to be able to upgrade and maintain the water infrastructure beyond basic repairs. Organizational structures should include sufficient technical personnel as far as possible.
Maintenance and upgrading of equipment	Maintenance and upgrading of equipment will facilitate the constant and uninterrupted provision of water services. Proper equipment will also ensure a long term cost saving through maintenance rather than constant replacement.

2.2.2 Sanitation

The bucket system is still the main prevalent method of sanitation in the district only second to waterborne systems. The eradication of the bucket system is a high government priority. All other forms of sanitation need to adhere to standards set by the Departments of Water Affairs and Forestry and Health standards.

In general the bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. Before any major internal sanitation upgrading can be considered, the bulk infrastructure will need to be upgraded to accommodate such expansions.



Figure 5: Access to sanitation

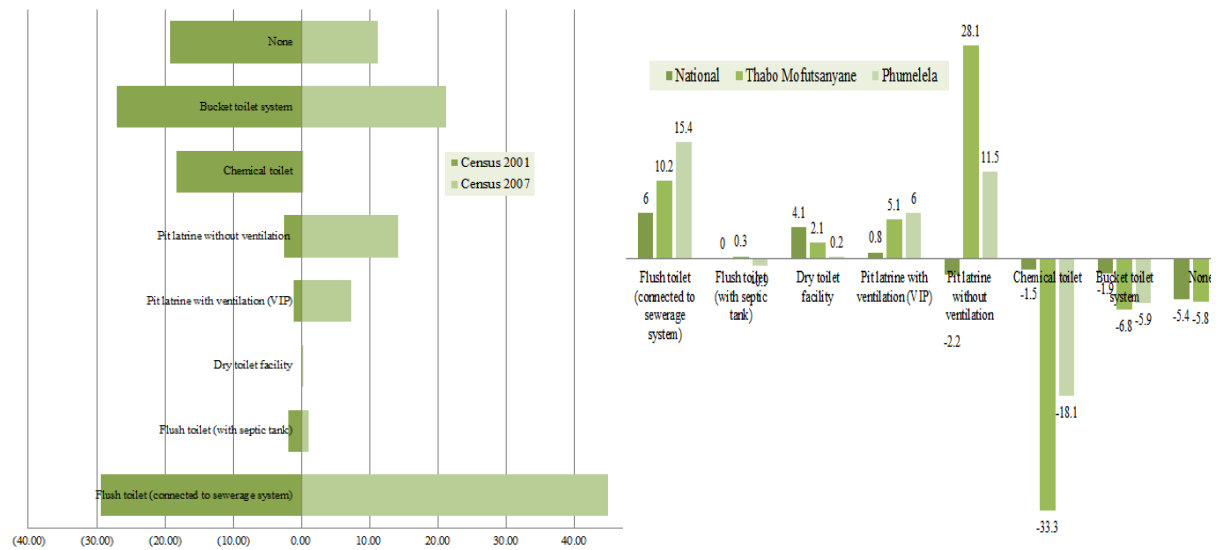


Table 15: Toilet facilities- total households in the Country, the District as well as Phumelela

	Phumelela	Toilet facilities as a %: Phumelela	Thabo Mafutsanyana District	Toilet facilities as a %: Thabo Mafutsanyana District	RSA	Toilet facilities as a %: RSA
None	801	6%	6522	3%	748592	5%
Flush toilet (connected to sewerage system)	7639	59%	106603	49%	8242924	57%
Flush toilet (with septic tank)	429	3%	6435	3%	442481	3%
Chemical toilet	68	1%	3259	1%	360703	3%
Pit toilet with ventilation (VIP)	290	2%	21631	10%	1266102	9%
Pit toilet without ventilation	3009	23%	56190	26%	2786068	19%
Bucket toilet	88	1%	13877	6%	297847	2%
Other	565	5%	3368	2%	305444	2%

(Source: Census 2011; Statssa)

Table 16: Toilet facilities- according to the Wards in Phumelela

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
FS195: Phumelela	801	7639	429	68	290	3009	88	565
Ward 1	24	174	41	3	5	391	1	1
Ward 2	9	1476	3	-	-	-	30	4
Ward 3	5	1337	7	1	1	1	9	1
Ward 4	7	1494	3	-	-	-	12	-
Ward 5	266	138	156	9	86	643	7	310
Ward 6	65	1246	6	2	16	235	8	6
Ward 7	143	1521	63	14	21	155	6	55
Ward 8	282	251	152	38	160	1584	15	188

(Source: Census 2011; Statssa)



- Government's assistance through the MIG and EPWP will enable the municipality to address backlogs in terms of sanitation of the short, medium and long term
- Although there are no projects identified for 2009/10, projects totalling R13 450 000 has been budgeted for 2010/11 and R11 960 000 are budgeted for 2011/12.
- The bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future.
- The soon to be finalized Water Services Development Plan makes provision for bulk infrastructure development.
- Waste water treatment to be addressed in the Water Services Development Plan.
- Provision is made on the staff establishment for a Sanitation Section that is adequately resourced.
- Inadequate budget to achieve the national target of providing basic sanitation to all households by 2010.
- The municipality's capacity in terms of infrastructure maintenance and upgrading are limited.
- The municipality's resource constraints limit its capacity to deal effectively with waste water treatment requirements.

Table 17: Analysis of the function in terms of the requirements for simplified IDPs (Sanitation)

Requirement in terms of the Simplified IDP Framework	Status
Indicate the status of the Water Services Development Plan	<ul style="list-style-type: none"> • Outdated and needs to be reviewed. The Municipality does not have the resources to review the WSDP at this stage
Indicate the national target for this service	<ul style="list-style-type: none"> • 100% access to basic level of service by 2014
Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service	<ul style="list-style-type: none"> • The informal settlements in the areas do not have access to the service. It is the policy of the municipality to focus on eradication informal settlements as part of the Outcome 8 initiatives, rather than to try and provide services in informal areas.
Type of sanitation systems which are available in the municipality and areas where they are found	<ul style="list-style-type: none"> • Full waterborne systems (in most formal settlements). These systems are also installed in new service stands.
Indicate all areas or settlements with an unreliable service and provide reasons for this	<ul style="list-style-type: none"> • It is mostly the previously disadvantaged area (Ezenzeleni, Zamani, Thembahihle) that have areas with vulnerability in terms of sustainable services. DWA has done a status quo analysis. Warden, Vrede, Thembalihle and Memel has acceptable access. Problems in Zamani. 144 households connected during 2011/12 financial year. • Bucket eradication finished – all formal stands have been served • Operation of current infrastructure have certain environmental risk due to the age thereof (pumping stations, as well as treatment works). • Vrede's water treatment works are adequate for current demand. Both Memel and Warden need new treatment works. • Memel's treatment works is currently under construction. • Purification works in Warden are current being addressed (feasibility study for new dam in progress). New water treatment plant in progress. Purification works must also be replaced. Purification works are being investigated for possible relocation – closer to the source. • Memel: Structure was built during phase I, but is not functional. Phase II currently in progress: Structures were finished • Lack of public toilet facilities deter tourists



Requirement in terms of the Simplified IDP Framework	Status
Indicate the approved service level for the municipality informed by the Spatial Development Framework (SDF)	<ul style="list-style-type: none"> The approved level is access to bulk services (serviced stands). The municipality's SDF support this policy and informs future service planning.
Indicate whether the municipality is the service authority or not	<ul style="list-style-type: none"> Water Services Authority
Status of the provision of the basic services	<ul style="list-style-type: none"> Registered indigents receive free basic services.
Indicate other challenges that are not highlighted above	<ul style="list-style-type: none"> Lack of base-line (status quo) information
Availability and status on the operations and maintenance plan	<ul style="list-style-type: none"> Operations and maintenance plan not currently available. Water Treatment masterplan required to inform strategic management and control of waste water management
Availability of water to other associated facilitated such school, clinics, police stations	<ul style="list-style-type: none"> All schools in the area do not have access to basic level of sanitation. The municipality does not have the capacity to serve these schools.

Table 18: Analysis of the function in terms of levels of access (Sanitation)

Sanitation						
Settlements	Number of households	Above RDP	Below RDP	Risks / Challenges	Intervention required	Status Quo
WARDEN	3360	Acceptable standard and used water borne system	N/A	Government's assistance through the MIG and EPWP will enable the municipality to address backlogs in terms of sanitation of the short, medium and long term Waste water treatment to be addressed in the Water Services Development Plan, but the Plan has not been updated since 2006 Inadequate budget to achieve the national target of providing basic sanitation to all households by 2010 The municipality's capacity in terms of infrastructure maintenance and upgrading are limited	Replace old infrastructure and ensure that spillage is attended as a matter of urgency	In general the bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. Before any major internal sanitation upgrading can be considered, the bulk infrastructure will need to be upgraded to accommodate such expansions. The bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. The municipality's resource constraints limits its capacity to deal effectively with waste water treatment requirements
VREDE	4300	Acceptable standard and used water borne system	N/A		Replace old infrastructure and ensure that spillage is attended as a matter of urgency	
MEMEL	2400	Only 150 houses uses waterborne system	The rest are using Pit latrine		Replace old infrastructure and ensure that spillage is attended as a matter of urgency	

Provision of water for full waterborne systems. DWA has done a status quo analysis.

Warden, Vrede, Thembalihle, Memel achieved.

Problem in Zamani – current financial year – 144 households have been connected and use waterborne.

COGTA has funded municipality to extend to 100 households in Zamani (under construction).

Sewerage network in Warden needs to be upgraded. Use French drains (septic tank). Municipality to provide flashing toilets.

Extension 4: Reticulation meant for 400 houses; 250 households to be provided during 2010/11.
(Total: 1,200 stands)



Water Treatment masterplan required to inform strategic management and control of waste water management

Bucket eradication finished – all formal stands have been served

Operation of current infrastructure have certain environmental risk due to the age thereof (pumping stations, as well as treatment works).

Vrede's water treatment works are adequate for current demand. Both Memel and Warden need new treatment works.

Memel's treatment works is currently under construction.

Purification works in Warden are current being addressed (feasibility study for new dam in progress).

New water treatment plant in progress. Purification works must also be replaced. Purification works are being investigated for possible relocation – closer to the source.

Memel: Structure was built during phase I, but is not functional. Phase II currently in progress:

Structures were finished

Status of the Municipality in terms of key sanitation-related legislative requirements

- The Water Services Development Plan has not been reviewed since its adoption in 2004
- The Municipality is a water services authority
- The green drop assessment results of the Municipality are very poor and must enjoy urgent attention.
- No Operation and Maintenance Plan for sanitation services available

2.2.3 Waste Management

Table 19: Refuse disposal- total households in the Country, the District as well as Phumelela

	Phumelela	Refuse removal as a %: Phumelela	Thabo Mafutsanyana	Refuse removal as a %: Thabo Mafutsanyana	RSA	Refuse removal as a %: RSA
Removed by local authority/private company at least once a week	8,390	65%	107,125	49%	8,972,934	62%
Removed by local authority/private company less often	58	0%	2,042	1%	218,302	2%
Communal refuse dump	586	5%	8,245	4%	271,787	2%
Own refuse dump	3,334	26%	86,680	40%	4,075,939	28%
No rubbish disposal	460	4%	12,254	5%	781,999	5%
Other	60	0%	1,539	1%	129,201	1%

(Source: Census 2011; Statssa)



Table 20: Refuse disposal- according to the Wards in Phumelela

	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
FS195: Phumelela	8390	58	586	3334	460	60
Ward 1	511	3	20	106	-	1
Ward 2	1499	4	1	16	2	-
Ward 3	1336	8	3	8	4	3
Ward 4	1507	1	-	4	-	3
Ward 5	21	14	36	1329	193	22
Ward 6	1264	5	166	131	13	5
Ward 7	1487	14	52	319	95	12
Ward 8	765	8	307	1422	153	14

(Source: Census 2011; Statssa)

The Phumelela Municipality falls in the category where refuse removal services is classified as unsatisfactory.

Most towns experience problems with the management of their waste disposal sites, and do not adhere to the requirements of the Department of Water Affairs. A plan to establish a regional framework for effective waste disposal, including the possibility of regional dumping sites and how to deal with toxic waste, is required.

All the urban areas are serviced, with refuse removal on a weekly basis. However, the effective and co-ordinated functioning of this service will have to be addressed. The equipment used for removal (mostly a tractor and trailer) are old and in poor condition.

Each of the urban units has one waste disposal site. However, the capacity and condition of two of these sites need to be improved as soon as possible. The Vrede site is located near the airstrip and is not fenced in, (because of theft). Furthermore the site has insufficient capacity for even short-term use. The site within Memel is situated close to the Pampoenspruit, which is a tributary to the Seekoeivlei wetland area. This site is also unfenced as a result of theft, and will have to be expanded or relocated for future demands. Warden's site was upgraded recently with the addition of an incinerator.

Table 21: Percentage distribution of households by type of refuse removals (number of households)

Area	Waste sites	Legal status	Refuse removal	Equipment	Personnel
Vrede	1	Legal	4 times p/m	Tractor	20
Thembalihle	-	Legal	16 times p/m	Tractor	20
Memel	1	Legal	4 times p/m	Tractor	5
Zamani	-	Legal	12 times p/m	Tractor	5
Warden	1	Legal	4 times p/m	Tractor	12
Ezenzeleni	-	Legal	12 times p/m	Tractor	12
Phumelela	3	Legal		Tractor	74



Table 22: Analysis of the function in terms of the requirements for simplified IDPs (Waste Management)

Requirement in terms of the Simplified IDP Framework	Status
Waste Management	
Status of the Integrated Waste Management Plan	<ul style="list-style-type: none"> No Integrated Waste Management Plan available. The municipality has compiled an internal document to guide its waste management services and priorities, based on legislative requirements
Percentage of people accessing the service	<ul style="list-style-type: none"> Level of access = 44,8% (Community Survey 2007)
Strategies employed to reduce, re-use and recycle	<ul style="list-style-type: none"> No such strategies are in place. The municipality does not have the capacity and resources to render the service beyond basic levels of regular refuse removal.
Service rendered internally or externally	<ul style="list-style-type: none"> Service rendered internally
Waste Removal	
National target for this service	<ul style="list-style-type: none"> All households receiving at least basic level of services.
Service levels adopted in relation to the SDF	<ul style="list-style-type: none">
Areas without solid waste removal at all and reasons for lack of access	<ul style="list-style-type: none"> The informal settlements in the areas do not have access to the service. It is the policy of the municipality to focus on eradication informal settlements as part of the Outcome 8 initiatives, rather than to try and provide services in informal areas.
Areas with solid waste removal and the frequency of the removal and the reliability of the service	<ul style="list-style-type: none"> It is mostly the previously disadvantaged area (Ezenzeleni, Zamani, Thembahihle) that have areas with vulnerability in terms of sustainable services.
Waste Disposal	
Status of waste disposal	<ul style="list-style-type: none"> Landfill sites not licensed or registered and too close to residential areas (health hazard)
Resources available to support the delivery of the service in terms of the following - personnel, skills and other related requirements	<ul style="list-style-type: none"> Adequate to sustain current level of services.

Table 23: Analysis of the function in terms of levels of access (Waste Management)

Refuse Removal						
Settlements	Number of households	Above RDP	Below RDP	Risks / Challenges	Intervention required	
WARDEN	3360	Acceptable standard and is removed once a week	Only on the informal settlement	Environmental unsafe dumping sites: too close to residential areas and located on private land Due to a lack of resources and capacity, the municipality will not be able to compile its own integrated waste management plan in the short to medium term Inadequate resources in terms	Refuse removal trucks are needed to ensure that at least refuse is removed twice a week	The Phumelela Municipality falls in the category where refuse removal services is classified as unsatisfactory. Most towns experience problems with the management of their waste disposal sites, and do not adhere to the requirements of the Department of Water Affairs. A plan to establish a regional
VREDE	4300	Acceptable standard and is removed once a week	Only on the informal settlement		Refuse removal trucks are needed to ensure that at least refuse is removed twice a week	
MEMEL	2400	Acceptable standard and is removed	Only on the informal settlement		Refuse removal trucks are needed to ensure that at	



Refuse Removal						
Settlements	Number of households	Above RDP	Below RDP	Risks / Challenges	Intervention required	
		once a week		of budget and human	least refuse is removed twice a week	<p>framework for effective waste disposal, including the possibility of regional dumping sites and how to deal with toxic waste, is required.</p> <p>All the urban areas are serviced, with refuse removal on a weekly basis. However, the effective and co-ordinated functioning of this service will have to be addressed. The equipment used for removal (mostly a tractor and trailer) are old and in poor condition.</p> <p>Each of the urban units has one waste disposal site. However, the capacity and condition of two of these sites need to be improved as soon as possible. The Vrede site is located near the airstrip and is not fenced in, (because of theft). Furthermore the site has insufficient capacity for even short-term use. The site within Memel is situated close to the Pampoenspruit, which is a tributary to the Seekoeivlei wetland area. This site is also unfenced as a result of theft, and will have to be expanded or relocated for future demands. Warden's site was upgraded recently with the addition of an incinerator.</p>

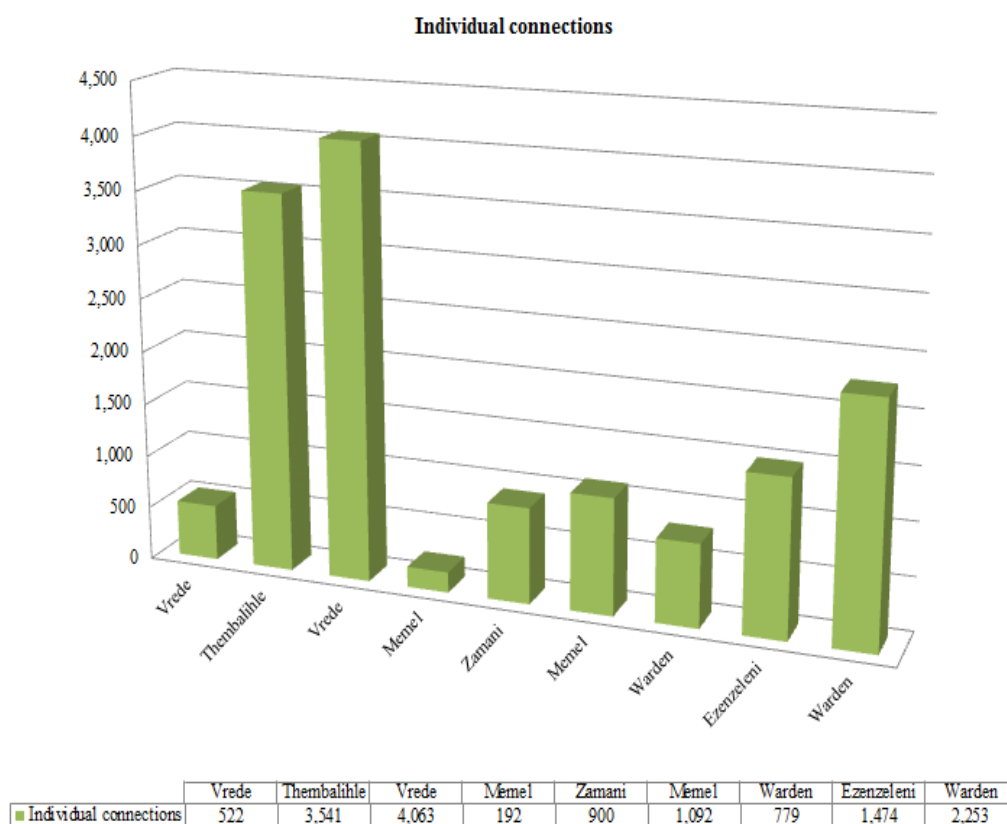


Table 24: Status Quo: Waste Disposal

Core Issue		Description
Condition and capacity of waste disposal sites		Waste disposal sites in Vrede and Warden are in a poor condition and the fences that have been erected were stolen. The capacity of these sites is only sufficient for the short term.
Position of waste disposal sites		The waste disposal site in Memel is situated near the Pampoenspruit and holds a danger of polluting the Seekoeivlei wetland. This site will have to be relocated within the near future.
Buying of Bulk Containers with equipment		The residents in the townships of Phumelela tend to through their refuse (with the exception of ash) on streetcorners etc. resulting in a huge necessity to place bulk containers on strategic places for that purpose. However, the relevant equipment to remove the containers must also be obtained
Equipment for the rehabilitation of waste disposal sites		Throughout Phumelela there is a need for a Bulldozer to rehabilitate the waste disposal sites. Comparison between the purchase of a bulldozer and the renting of equipment occasionally should be done.
Issues of Alignment	Alignment with priorities of AsgiSA	A massive investment in infrastructure
	National Spatial Development Perspective	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

2.2.4 Electricity / Energy

Figure 6: The electricity provision in Phumelela



(Source: Municipal Own Sources)



Table 25: Comparative perspective on energy sources, based on the results of Census 2007

Percentage distribution of households by main type of energy used for lighting									
Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Electricity	69.7	80.0	63.4	80.9	64.6	78.1	10.3	17.5	13.5
Gas	0.2	0.2	0.1	0.1	0.1	0.0	0.0	0.0	-0.1
Paraffin	6.8	5.3	2.6	2.6	0.5	0.9	-1.5	0.0	0.4
Candles	22.7	13.8	33.2	15.8	34.0	20.6	-8.9	-17.4	-13.4
Solar	0.2	0.2	0.4	0.1	0.3	0.5	0.0	-0.3	0.2
Other	0.3	0.5	0.3	0.5	0.5	0.0	0.2	0.2	-0.5

(Source: Community Survey, 2007)

Table 26: Energy or fuel used for lighting, based on Census 2011

	Phumelela	Energy or fuel for lighting as a %: Phumelela	Thabo Mafutsanyana District	Energy or fuel for lighting as a %: Thabo Mafutsanyana	RSA	Energy or fuel for lighting as a %: RSA
None	35	0%	426	0%	46621	0%
Electricity	9657	75%	189939	87%	12242401	85%
Gas	35	0%	246	0%	34347	0%
Paraffin	60	1%	2196	1%	426205	3%
Candles (not a valid option)	3064	24%	24625	12%	1649082	12%
Solar	37	0%	452	0%	51505	0%

(Source: Census 2011; Statssa)

Table 27: Energy or fuel used for lighting according to wards in Phumelela, based on Census 2011

	None	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar
FS195: Phumelela	35	9657	35	60	3064	37
Ward 1	-	497	8	7	127	3
Ward 2	1	1480	1	-	39	-
Ward 3	3	1319	3	2	34	1
Ward 4	4	1497	1	-	12	1
Ward 5	4	786	9	21	788	7
Ward 6	18	1177	1	9	376	4
Ward 7	2	1614	2	7	343	10
Ward 8	4	1286	9	14	1345	11

(Source: Census 2011; Statssa)



Figure 7: Figure: Energy, Lighting

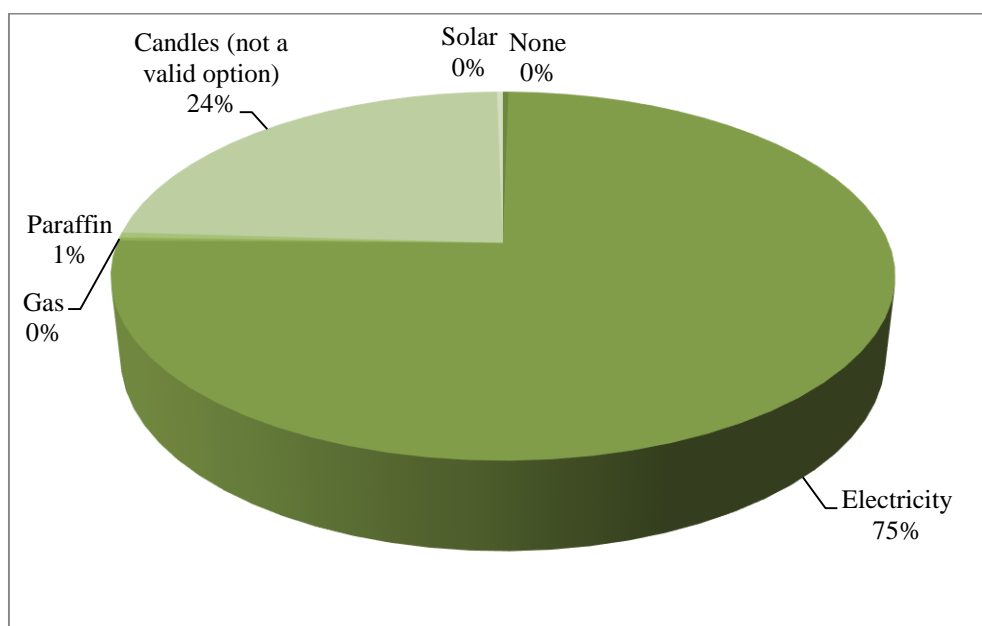


Table 28: Percentage distribution of households by main type of energy used for cooking

Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Electricity	51.4	66.5	34.5	64.5	24.6	55.5	15.1	30.0	30.9
Gas	2.5	2.0	4.0	3.0	2.1	1.0	-0.5	-1.0	-1.1
Paraffin	21.4	14.9	33.3	18.4	8.4	1.3	-6.5	-14.9	-7.1
Wood	20.5	15.1	13.6	7.8	25.0	18.9	-5.4	-5.8	-6.1
Coal	2.8	1.2	12.4	5.6	35.4	20.6	-1.6	-6.8	-14.8
Animal dung	1.0	0.2	1.7	0.6	3.9	2.3	-0.8	-1.1	-1.6
Solar	0.2	0.0	0.2	0.0	0.2	0.3	-0.2	-0.2	0.1
Other	0.2	0.1	0.3	0.0	0.4	0.0	-0.1	-0.3	-0.4

(Source: Community Survey, 2007)

Table 29: Energy or fuel used for cooking, based on Census 2011

	Phumelela	Energy or fuel for cooking as a %: Phumelela	Thabo Mafutsanyana District	Energy or fuel for cooking as a %: Thabo Mafutsanyana	RSA	Energy or fuel for cooking as a %: RSA
None	34	0%	410	0%	31390	0%
Electricity	7176	56%	169669	78%	10675094	74%
Gas	440	3%	8192	4%	507616	4%
Paraffin	305	2%	15990	7%	1227337	8%
Wood	3192	25%	17840	8%	1807606	13%
Coal	1498	12%	4288	2%	104171	1%
Animal dung	232	2%	1207	1%	45349	0%
Solar	11	0%	233	0%	22255	0%
Other	1	0%	56	0%	29344	0%



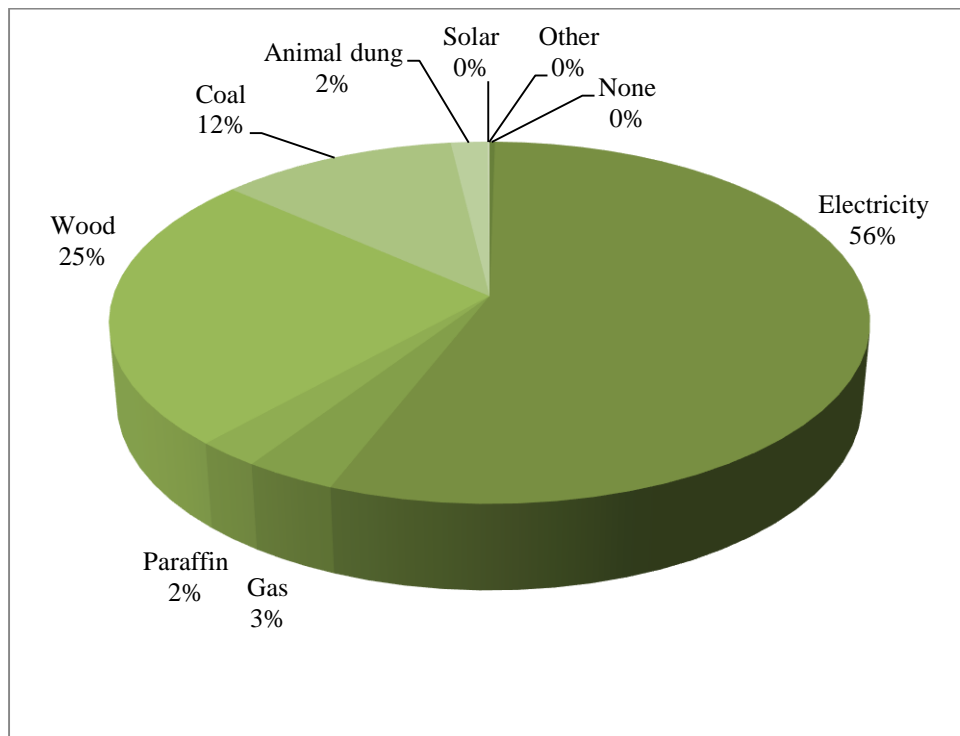
(Source: Census 2011; Statssa)

Table 30: Energy or fuel used for cooking according to wards in Phumelela, based on Census 2011

	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
FS195: Phumelela	34	7176	440	305	3192	1498	232	11	1
Ward 1	-	296	57	12	256	16	5	1	-
Ward 2	3	1147	16	8	35	310	1	1	-
Ward 3	6	1130	62	22	5	134	-	3	-
Ward 4	6	1100	36	2	5	364	-	1	-
Ward 5	1	381	53	11	1103	34	31	-	-
Ward 6	1	1042	14	72	265	168	22	1	-
Ward 7	3	1417	88	58	281	97	31	3	1
Ward 8	15	664	113	120	1241	374	142	-	-

(Source: Census 2011; Statssa)

Figure 8: Energy for source of cooking



(Source: Census 2011; Statssa)



Table 31: Percentage distribution of households by main type of energy used for heating

Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Electricity	49.0	58.8	27.6	40.8	23.3	45.4	9.8	13.2	22.1
Gas	1.1	1.0	1.8	2.2	0.8	1.2	-0.1	0.4	0.4
Paraffin	14.6	13.1	21.9	17.4	5.6	0.8	-1.5	-4.5	-4.8
Wood	24.6	20.0	18.5	14.1	25.2	21.4	-4.6	-4.4	-3.8
Coal	6.6	3.9	26.5	22.3	40.0	28.5	-2.7	-4.2	-11.5
Animal dung	0.7	0.2	1.7	0.7	4.0	2.3	-0.5	-1.0	-1.7
Solar	0.2	0.1	0.2	0.1	0.1	0.0	-0.1	-0.1	-0.1
Other	3.1	2.9	1.9	2.4	0.9	0.4	-0.2	0.5	-0.5

(Source: Community Survey, 2007)

Table 32: Energy or fuel used for heating, based on Census 2011

	Phumelela	Energy or fuel for heating as a %: Phumelela	Thabo Mafutsanyana District	Energy or fuel for heating as a %: Thabo Mafutsanyana	RSA	Energy or fuel for heating as a %: RSA
None	513	4%	14999	7%	1773372	12%
Electricity	5213	40%	105114	48%	8503109	59%
Gas	270	2%	7825	4%	357062	3%
Paraffin	192	2%	37974	17%	1230223	9%
Wood	3422	27%	33582	15%	2203384	15%
Coal	2978	23%	16486	8%	293949	2%
Candles (not a valid option)	-	0%	-	0%	-	0%
Animal dung	286	2%	1612	1%	48251	0%
Solar	13	0%	281	0%	38370	0%
Other	-	0%	11	0%	2442	0%

(Source: Census 2011; Statssa)

Table 33: Energy or fuel used for heating according to wards in Phumelela, based on Census 2011

	None	Electricity	Gas	Paraffin	Wood	Coal	Candles (not a valid option)	Animal dung	Solar	Other
FS195: Phumelela	513	5213	270	192	3422	2978	0	286	13	0
Ward 1	21	252	42	17	285	20	0	2	3	0
Ward 2	44	613	14	6	99	744	0	1	0	0
Ward 3	115	845	64	11	11	308	0	2	6	0
Ward 4	24	765	12	8	8	699	0	0	0	0
Ward 5	26	308	38	4	1119	40	0	79	0	0
Ward 6	70	750	14	59	268	402	0	22	0	0
Ward 7	144	1140	49	34	338	232	0	41	0	0
Ward 8	69	540	39	53	1294	532	0	138	5	0

(Source: Census 2011; Statssa)



- ESKOM is primarily responsible for providing electricity in the municipal area.
- Close cooperation with ESKOM to facilitate increased access to electricity as a source of energy is a priority for the municipality.
- A change in cost recovery and the current subsidization policy has made it very expensive to electrify the rural areas, which include farms and farming communities that are in need of basic power supply.

Table 34: Analysis of the function in terms of the requirements for simplified IDPs (Electricity)

Requirement in terms of the Simplified IDP Framework	Status
Status of the Energy Plan	<ul style="list-style-type: none"> • Not available. The municipality does not have the resources to develop an Energy Plan. • Electricity Maintenance Manual completed. • Electricity audit has been conducted
National target for the service	<ul style="list-style-type: none"> • All households to have access to minimum basic level of services by 2014.
Areas without access to electricity or other forms of energy	<ul style="list-style-type: none"> • No formal areas, only informal areas. The policy of the municipality is to eradicate informal settlements, and with that provide serviced stands with access to basic services.
Areas with access to electricity and the reliability thereof	<ul style="list-style-type: none"> • Eskom is providing electricity everywhere in the municipal area, with the exception of Warden and Ezenzeleni. • A contractor has been appointed for one year to maintain electricity in Warden and Ezenzeleni
Other challenges	<ul style="list-style-type: none"> • Ageing electricity infrastructure in Warden and Ezenzeleni. Refurbishment of the electricity network in Warden – on-going • Tempering with electricity infrastructure– remove illegal connections and correction at payment of re-connection fees • Defaulting accounts • Identification and implementation of renewable energy options



Table 35: Status Quo: Electricity

Core Issue	Description
Reclamation of electrical distribution infrastructure.	Electricity is seen as a reliable source of income for the municipality, but the municipality provides electricity only in Warden. Negotiations with Eskom will have to be undertaken to transfer the service provision function to the municipality in all the other towns.
Old distribution networks causing power dips and failures.	The electricity network and infrastructure is very old and the capacity is not sufficient for current usage. This causes power dips and failures on a regular basis. The replacement of the entire network or parts thereof should be a priority to the municipality and Eskom.
Small cluster of erven without electricity.	The clusters of households in the various towns that are not connected to the electricity network should receive attention. These households should be connected to the network as soon as possible to provide equality of services to all.
Stealing of electricity / electrical infrastructure.	Theft of electricity cables contributes to the problem of power failures. This is an expense the council and Eskom has to make, but the money can rather be used for upgrading and maintaining the network. The theft should be stopped at all cost.
Insufficient area lighting in most areas.	The lack of area lighting in most areas makes nightlife dangerous and difficult. Crime is more evident in these areas and especially women and children are vulnerable in these situations.

Table 36: Analysis of the function in terms of levels of access (Energy)

Electricity						
Settlements	Number of households	Above RDP	Below RDP	Risks / Challenges	Intervention required	Status Quo
WARDEN	3360	Acceptable standard	N/A	<p>Lack of adequate expertise in terms of electricity</p> <p>Due to the lack of expertise and resources no alternative energy options can be considered in the foreseeable future.</p> <ul style="list-style-type: none"> Cost recovery Power failures especially during thunderstorms Weak networks Limited infrastructure 	<p>That the electricity network needs to replace because is old.</p> <p>-Maintenance of network needs attention.</p> <p>-Transformers need to be replaced with the new one</p> <p>-New established township need to be electrify</p>	<p>Ageing infrastructure.</p> <p>Electricity Maintenance Manual completed.</p> <p>Refurbishment of the electricity network in Warden – on-going</p> <p>Upgrading of transformers</p> <p>Deal with tempering with electricity – 2010/11 law enforcement – remove illegal connections and correction at payment of re-connection fees</p> <p>Conversion to prepaid meters</p>
VREDE	4300	Acceptable standard	N/A		- Street lights network need to be replaced	ESKOM is primarily responsible for



Electricity						
Settlements	Number of households	Above RDP	Below RDP	Risks / Challenges	Intervention required	Status Quo
					-New established township need to be electrify	providing electricity in the municipal area
MEMEL	2400	Acceptable standard	N/A		-Street lights network need to be replaced -New established township need to be electrify	Increased access to high-mast lights Close cooperation with ESKOM to facilitate increased access to electricity as a source of energy is a priority for the municipality

Status of the Municipality in terms of key electricity-related legislative requirements

- No Energy Plan not in place. The municipality does not have adequate funds to commission the compilation of such a plan during the 2012-2017 IDP cycle.
- The Municipality is responsible for the electricity network only in the Memel area. Other areas are the responsibility of ESKOM.

2.2.5 Streets & Stormwater

Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time.

There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the poor condition of the streets and storm water drainage in the townships. In most of the townships, streets are in poor conditions with very little water drainage systems. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.

The older roads within Vrede/ Thembalihle were tarred in 1992, although now deteriorating at a notable rate. The biggest threat to road maintenance in Vrede is the absence of proper bulk storm water drainage systems. The roads within certain areas of Thembalihle are regarded as the worst in the region.



The situation in Memel/ Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient storm water drainage. The main problem in this area is the dilapidated and unsurfaced state of access roads, especially in Zamani.

Where both Thembalihle and Zamani have a small portion of tarred ring roads, Ezenzeleni has no tarred roads at all, and only a small section is paved.

There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

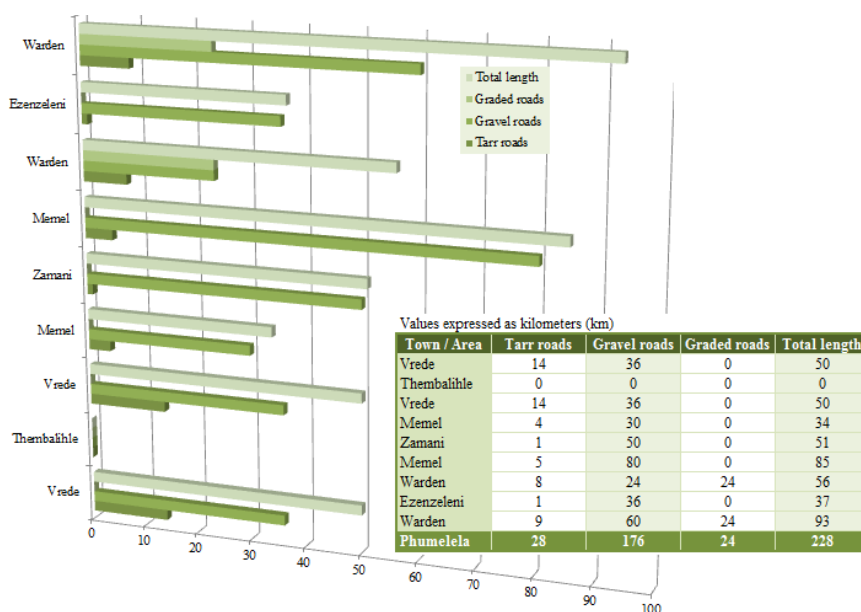
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The situation in Memel/ Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient storm water drainage. The main problem in this area is the dilapidated and unsurfaced state of access roads, especially in Zamani.

Where both Thembalihle and Zamani have a small portion of tarred ring roads, Ezenzeleni has no tarred roads at all, and only a small section is paved.

Figure 9: Roads in the Phumelela area



(Source: Municipal records)



Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time.

There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

Table 37: Analysis of the function in terms of the requirements for simplified IDPs (Streets and Stormwater)

Requirement in terms of the Simplified IDP Framework	Status
Streets (Roads)	
Status of the Integrated Transport Plan	<ul style="list-style-type: none"> Not available Municipality aims to develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues) Integrated Roads and Stormwater Master Plan approved
Status of arterial roads / internal roads	<ul style="list-style-type: none"> Access roads are priorities Streets and stormwater network is too large to operate and maintain properly with available funds Ageing tar roads became dysfunctional There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem Some roads are used by heavy vehicles – attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.
Status of the operations and maintenance	<ul style="list-style-type: none"> No operation and maintenance plans in place
Resources / capacity	<ul style="list-style-type: none"> MIG funds negotiated to address internal roads in settlements Inadequate internal capacity to properly address needs
Stormwater	
Approved service level	<ul style="list-style-type: none"> None
Areas without the service	<ul style="list-style-type: none"> Most areas in the municipality has none, or inadequate stormwater infrastructure
Status with regard to maintenance	<ul style="list-style-type: none"> No formal plans in place
Availability of a storm water management plan or system	<ul style="list-style-type: none"> None

No formal operations and maintenance plan for streets and stormwater is in place



Table 38: Analysis of the function in terms of access levels (Streets and Stormwater)

Roads and Stormwater						
Settlements	Approved service level	Level available in the area?	Maintenance	Included in operation and maintenance plan or schedule?	Intervention required	Status Quo / Risks
WARDEN	6.0km	yes	Municipality is responsible	yes	That more gravel road need to be paved	Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time.
VREDE	3.5km	Yes	Municipality is responsible	Yes	That more gravel road need to be paved	
MEMEL	2km	yes	Municipality is responsible	yes	That more gravel road need to be paved	There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden. Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the poor condition of the streets and storm water drainage in the townships. In most of



Roads and Stormwater						
Settlements	Approved service level	Level available in the area?	Maintenance	Included in operation and maintenance plan or schedule?	Intervention required	Status Quo / Risks
						<p>the townships, streets are in poor conditions with very little water drainage systems. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.</p> <p>The older roads within Vrede/ Thembalihle were tarred in 1992, although now deteriorating at a notable rate. The biggest threat to road maintenance in Vrede is the absence of proper bulk storm water drainage systems. The roads within certain areas of Thembalihle are regarded as the worst in the region.</p> <p>The situation in Memel/ Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient storm water drainage. The main problem in this area is the dilapidated and unsurfaced state of access roads, especially in Zamani.</p> <p>Where both Thembalihle and Zamani have a small portion of tarred ring roads, Ezenzeleni has no tarred roads at all, and only a small section is paved.</p>
<p>MIG funds negotiated to address internal roads in settlements</p> <p>Access roads are priorities</p> <p>Streets and stormwater network is too large to operate and maintain properly with available funds</p> <p>Ageing tar roads became dysfunctional</p> <p>There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem</p>						



Roads and Stormwater						
Settlements	Approved service level	Level available in the area?	Maintenance	Included in operation and maintenance plan or schedule?	Intervention required	Status Quo / Risks
Some roads are used by heavy vehicles – attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.						

No stormwater maintenance plan is in place

Table 39: Status Quo: Roads and Stormwater

Core Issue	Description
Insufficient storm water drainage in various areas.	The lack of storm water drainage contributes greatly to the poor state of roads. The provision of adequate storm water drainage will drastically limit the need for maintenance.
Weak condition of roads.	Roads are not maintained regularly with the result that the condition of poor roads deteriorate rapidly. Large trucks make use of many of the major roads in Phumelela due to its border with Mphumalanga and Kwa-Zulu Natal and contribute further to the poor state of the roads.
Established urban areas with no roads.	Streets in urban areas fulfill an important role in that it ensures the delivery of goods and services, but more importantly it forms the medium for public transport. Streets should therefore always be in a good and safe condition.
Structured maintenance programme.	Sustained maintenance is required to minimize infrastructure losses and breaks in service delivery.

Status of the Integrated Transport Plan

- No Integrated Transport Plan is in place and the municipality does not have the funds to commission its compilation during the 2012-2017 IDP cycle

2.2.6 Cemeteries

Table 40: Status Quo: Cemeteries

Core Issue	Description
Insufficient capacity of existing sites.	Due to the rapid rate that cemeteries are occupied many of the cemeteries can only provide in the short-term need. New cemeteries will have to be developed in Vrede, Zamani and Ezenzeleni.
Public facilities at cemeteries.	Most of the cemeteries in Phumelela are not provided with public facilities. Unfortunately these facilities are a target for vandalism and are thus expensive to maintain.
Possible effects of HIV/AIDS.	The number of deaths has increase drastically over the last few years mostly due to HIV/AIDS. Reducing the number of people infected with HIV/AIDS will reduce the short-term need for cemeteries.
Cemeteries and Graveyards	
Phumelela LM	Cemeteries form part of authorizations for implementation by local municipalities in the district. The general management of cemeteries is a problem and in most cases there is a lack of funds to ensure effective maintenance and care of cemeteries. The high rate of



Core Issue	Description
Insufficient capacity of existing sites.	Due to the rapid rate that cemeteries are occupied many of the cemeteries can only provide in the short-term need. New cemeteries will have to be developed in Vrede, Zamani and Ezenzeleni.
Public facilities at cemeteries.	Most of the cemeteries in Phumelela are not provided with public facilities. Unfortunately these facilities are a target for vandalism and are thus expensive to maintain.
Possible effects of HIV/AIDS.	The number of deaths has increase drastically over the last few years mostly due to HIV/AIDS. Reducing the number of people infected with HIV/AIDS will reduce the short-term need for cemeteries.
Cemeteries and Graveyards	
	<p>HIV and AIDS in the region is reaching alarming proportions and need to be considered in the planning for cemeteries. In general the combination of old cemeteries and the increase in the number of local deaths (caused by HIV/AIDS and burials from other areas with insufficient cemeteries) is increasing the pressure on the existing facilities. In Vrede the two cemeteries, currently in use, are completely full and not properly developed.</p> <p>A site of approximately 5 hectares has been provided in Extension 4 and the speedy development thereof should be sufficient for short-term future demand. The cemeteries found in Zamani are completely occupied while the cemetery in Memel has sufficient space at the current rate of occupation. Within Ezenzeleni there are two cemeteries, of which one is already reached maximum capacity and the other is expected to be filled completely during the current financial year. The cemetery in Warden has sufficient space available for future demand.</p> <p>The bulk electrical network is well established specifically around Thabo Mofutsanyane area. Eskom serves all towns in the District Municipal area and therefore sufficient bulk infrastructure is available to service the whole area. However, a change in cost recovery and the current subsidization policy has made it very expensive to electrify the rural areas, which include farms and farming communities that are in need of basic power supply.</p>



2.3 Social Profile

Table 41: Highest educational level

Persons	2001	1996
No Schooling	6 744	6 269
Some Primary	7 621	6 646
Complete Primary	1 863	1 554
Secondary	6 184	4 971
Grade 12	3 473	1 928
Higher	1 289	71

(Municipal Demarcation Board, Census 2001)

Table 42: Health Facilities (Phumelela Health Services and Facilities Source: Department of Health, 2002)

ITEM	Vrede	Memel	Warden	Rural Areas
Regional Hospital	Monapo Regional Hospital			
District Hospital	Vrede hospital which is equipped with 32 beds, theatre services, a mortuary (6 corpses) and laundry services.			
Community Health Centre	None			
Fixed Clinics	12			
Mobile clinics	1 team; 20 routes 4 weekly	0	0	0
Vehicles	18 Government vehicles, 2 Subsidised vehicles (includes Harrismith)			
Emergency Medical Services	3	0	2	0
Radiographic Services	Make use of Harrismith Hospital – X-Ray machine and 1 radiographer			
Laboratory Services	Make use of SAIMR (Bethlehem)			
Rehabilitation Services	Services available in QwaQwa			
Drug Depot	None, make use of those in Bloemfontein			
Oral health services	1	0	0	0
Environmental Health Services	Sessions once a month in Warden.			
Nutrition Programmes	Only on District Level			
Pharmaceutical services	1	0	0	0
District Office Seat	QwaQwa			
District Health Services: Personnel	36			
Local Authority: Personnel	44			
Sessional Medical Officers	3	0	0	0
Community Medical Officers	None (Harrismith - 2)			
Full time medical officer	None (Harrismith – 2)			
Administration and support centers	Yes	-	-	-
Health Forums	None			
Voluntary Care Groups	None			



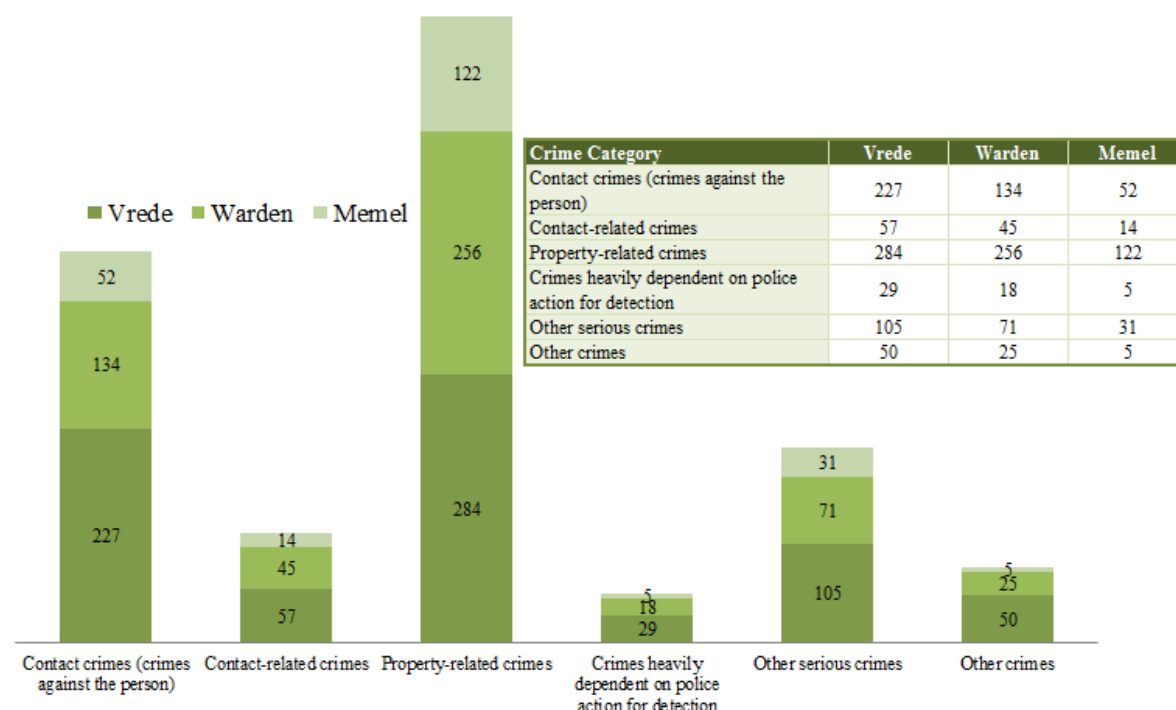
ITEM	Vrede	Memel	Warden	Rural Areas
Contract Services	Stationary Purchase of Equipment Service of Equipment Medical Supplies Transport			
Traditional Healer Structure	Yes – 3			

There is inadequate sport and social facilities, in the region, and that contributes to the social problems experienced in most of the communities. Unemployed youth loiter in the street and recreational facilities and programs must be implemented to direct their behavior towards active participation and to serve as a deterrent to unsociable and criminal behavior. Sport does have the potential to unite communities across cultural and racial boundaries and all inhabitants must be encouraged to participate in sport and social activities. It is therefore essential to improving on creating the necessary infrastructure and facilities in both urban and rural areas. Although effective recreation activities, such as sport support development, there is only 1 sport centre in the district. There is no disaster management center in the district. The challenges recorded in the FSPGDS include:

- The transfer of firefighting services to the district municipality
- Establishment of fire protection areas
- Establishment of firefighting services
- Procurement of firefighting equipment

2.3.1 Safety and Security

Figure 10: Crime profile, Vrede, Warden and Memel (2008/2009)



(Crime Information System, SAPS)



Table 43: Safety and Security

Unit	South African Police Service	Flying Squad	Neighbourhood Watch	Detective Unit
Vrede	Yes	No	Yes	Yes
Thembalihle	Yes	No	No	Yes
Memel	Yes	No	No	Yes
Zamani	Yes	No	No	Yes
Warden	Yes	No	No	Yes
Ezenzeleni	Yes	No	No	Yes

(Safety & Security Source: Phumelela Municipality, 2002)

According to the Municipality's Spatial Development Framework¹, the following trends are evident in the Phumelela Municipal area:

- Within the urban areas, crimes associated with alcohol abuse and vandalism is on the increase;
- Housebreaking in Warden and Memel is increasing;
- Within Warden an increase in rape and truck hi-jacking is taking place owing to the high transport industry within the area; and
- Within the rural areas, stock theft is constantly increasing and personal attacks on farms are emerging.

2.3.2 Housing

Table 44: Access to housing

Percentage distribution of households by type of main dwelling			
Indicator	Census 2001	Community Survey 2007	Census 2011
House or brick structure on separate stand or yard	53.7	63.0	70
Traditional dwelling Structure made of traditional materials	22.6	15.9	10
Flat in block of flats	0.4	0.3	0
Town/cluster/semi-detached house (simplex, duplex, triplex)	0.3	0.9	0
House/flat/room in backyard	2.0	2.8	2
Informal dwelling / shack in backyard	4.7	4.8	6
Informal dwelling / shack not in backyard-e.g. Informal/squatter settlement	15.7	9.6	10
Room/flatlet not in backyard but on a shared property	0.5	0.8	1
Caravan or tent	0.2		0
Other	0.0	2.0	1

(Source: Community Survey, 2007)

¹ SDF, 2008 review



Table 45: Type of dwellings in Phumelela, Thabo Mafutsanyana and RSA, according to Census 2011

	Phumelela	Type of dwelling as a %: Phumelela	Thabo Mafutsanyana District	Type of dwelling as a %: Thabo Mafutsanyana District	RSA	Type of dwelling as a %: RSA
House or brick/concrete block structure on a separate stand or yard or on a farm	9039	70%	161288	74%	9384030	65%
Traditional dwelling/hut/structure made of traditional materials	1269	10%	14858	7%	1139916	8%
Flat or apartment in a block of flats	54	0%	1621	1%	720327	5%
Cluster house in complex	8	0%	242	0%	146392	1%
Townhouse (semi-detached house in a complex)	17	0%	544	0%	213105	1%
Semi-detached house	17	0%	713	0%	213559	1%
House/flat/room in backyard	215	2%	3388	1%	422849	3%
Informal dwelling (shack; in backyard)	796	6%	14449	7%	712956	5%
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1340	10%	18809	9%	1249777	9%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	56	1%	583	0%	118985	1%
Caravan/tent	18	0%	113	0%	14439	0%
Other	59	1%	1277	1%	113826	1%

(Source: Census 2011; Statssa)

Table 46: Type of dwellings in Phumelela according to ward as determined with Census 2011

	House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other
FS195: Phumelela	9039	1269	54	8	17	17	215	796	1340	56	18	59
Ward 1	476	20	3	-	-	1	4	45	86	1	1	3
Ward 2	1137	-	5	-	1	7	5	306	58	1	-	-
Ward 3	1164	3	7	-	8	3	104	32	15	7	2	18
Ward 4	1410	-	6	1	-	2	23	38	28	5	-	1
Ward 5	749	793	4	1	1	-	-	14	28	4	3	18
Ward 6	1023	3	4	2	-	-	25	184	327	13	2	1
Ward 7	1579	114	17	1	6	1	47	73	103	22	7	8
Ward 8	1501	335	10	2	1	2	6	102	695	3	2	10

(Source: Census 2011; Statssa) (Source: Census 2011; Statssa)



2.4 Economic Profile (Local Economic Development)

When the economic profile of the Phumelela municipal area is considered, the approach followed in formulated the National Housing Atlas could be mirrored, which is as follows: Two indices of economic potential were formulated:

- a formal economic potential index and an informal employment index. The formal economic potential index was derived from combining existing and trend information of Gross Value Added (GVA) and formal employment numbers. In addition to the total economic potential index, a disaggregated index for each of three types of economic activity was prepared: predominantly labour-intensive, mass-produced goods, predominantly high value differentiated goods and services.
- The informal employment index was derived only from existing and trend employment figures as informal activity by its very nature is excluded from any measures of GVA.
- Only 34,8% of Phumelela's population is formally employed. However, if categories such as homemaker or housewives, pensioners and retired persons and those that chosen not to work are added to the 34,8% it adds up to 69,74%. Unemployment nevertheless remains a critical challenge in the municipal area.

Agriculture is the main economic activity in the town. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Phumelela Municipality to create additional employment opportunities is also limited.

No major industrial developments are taking place in Phumelela. The promotion of agri-processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. Warden is thought to be an ideal area to stimulate most of these investments, because of its warehousing facilities and larger and better-managed truck stops. One of Memel's largest industrial assets is the knitting factory situated to the north of Memel. Other industrial activities include a woodwork factory, transporters and steel works; all of which is aimed at satisfying local market needs.

Currently there are no facilities available for the development and training of skills. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

The population of the area is very poor. Excluding those returns where no conclusion could be made ("not applicable"), 83,47% of the employed population has an income of R1,600 per month or less. Add to that the 65% of the population that is either unemployed or not economically active, the poverty levels in the area became apparent.

An alarmingly high percentage of the Phumelela population reflects no income, implying extremely high poverty levels. Statistics indicate that at least 68 % of the population is poor.

Table 47: Employment Status



Census 2001 by municipalities and official employment status		
Employed	10,585	34.81%
Unemployed	5,540	18.22%
Not economically active	14,285	46.97%

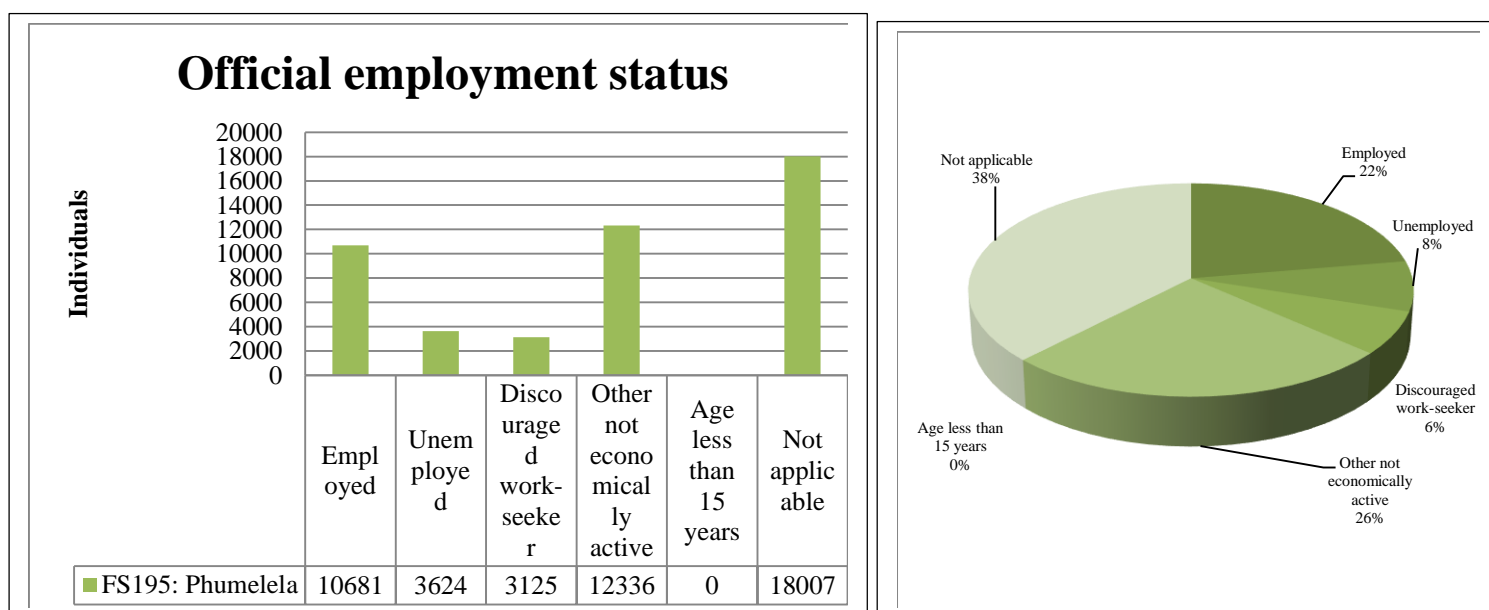
(Source: Census 2001, Stats SA1)

Table 48: Employment Status according to Census 2011

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Age less than 15 years	Not applicable
FS195: Phumelela	10681	3624	3125	12336	0	18007
Ward 1	506	83	123	613	0	995
Ward 2	1034	607	374	1851	0	2505
Ward 3	1042	372	128	1081	0	1505
Ward 4	846	439	489	1545	0	2193
Ward 5	2417	351	387	1325	0	2398
Ward 6	789	555	624	1607	0	2210
Ward 7	1543	402	301	2008	0	2223
Ward 8	2503	815	700	2306	0	3977

(Source: Census 2011; Statssa)

Figure 11: Employment Status



(Source: Census 2011; Statssa)

Agriculture is the main economic activity in the town. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Phumelela Municipality to create additional employment opportunities is also limited.

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assets is the knitting factory situated to the north of Memel. Other industrial activities include a woodwork factory, transporters and steel works; all of which is aimed at satisfying local market needs.

Currently there are no facilities available for the development and training of skills. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

The northern boundary of the Eastern Free State forms part of the Highlands tourism route, due to its natural and scenic beauty, historical value and fairly good accessibility. The area has a tremendous potential for tourism development. The Seekoeivlei wetlands bird sanctuary forms part of the tourist attractions. A conservation area is planned between the two dams of Vrede.

Status of the Municipality in terms of LED requirements

- The LED Strategy has been approved in 2011, but has not been reviewed since

2.5 Public Participation & Good Governance

The Municipality faces several challenges in optimizing its response capacity over the last couple of years. Some of the most noticeable of these were the following:

- Key senior positions were vacant, including those of the Municipal Manager, the Manager Administration, the Chief Financial Officer and the Manager Technical Services. The post of Chief Financial Officer is currently vacant again after it has initially being filled for a short period of time.
- The Municipality was faced with the challenge to implement several key local policies at a time when it was most vulnerable due to personnel vacancies. These include the municipal planning systems prescribed in Chapters 4 and 5 of the Municipal Systems Act, 2000. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table 49: Legislative Regulation: Institutional

<i>Integrated Development Planning</i>	The Municipality is currently engaged in a process of streamlining its IDP and related planning activities in order to improve the credibility of its strategic planning documents.
<i>Organisational Performance Management System</i>	<ul style="list-style-type: none"> ☐ Finalisation of the Municipal Service Delivery and Budget Implementation Plan. ☐ Finalisation of the 3-5 Year IDP Implementation Plan. ☐ Design and implementation of a municipal performance scorecard. ☐ Streamlining of the contents and processes for the compilation of quarterly, mid-year and annual performance reports.
<i>Individual Performance Management System</i>	<ul style="list-style-type: none"> ☐ Implementation of the Regulations for the Performance Management of the Municipal Manager and Managers directly accountable to the Municipal Manager, 2006 ☐ Finalization of Performance Agreements for section 57 managers. ☐ Preparation of annual Performance Plans for senior managers. ☐ Annual evaluation of the performance of section 57 managers.

No system for the measuring of productivity is in place. The municipality's strategic plan should be implemented simultaneously with the IDP, after finalisation. The IDP Specialised Plan namely the Performance Management System, will allow for increased productivity and measuring of performance to the lowest job level in the organisation. An electronic management information system, which allows for budget and votes allocation control, but could be utilised more effectively. Management Support Team: No Management Support team is appointed to assist the municipality.

Table 50: Assessment of Public Participation and Good Governance

Issue	Compliance	Comments
Internal Audit function	✓	An Internal Auditor has been appointed in 2011. One additional post is vacant, which will be filled as a priority consideration.
Audit Committee	✓	Shared service with the district.
Oversight Committee	✓	The Municipality has consistently followed the oversight process prescribed in section 129 of the MFMA and MFMA Circular No. 32 over the last three years. Oversight reports have been produced.
Ward Committees	✓	Ward committees have been established in all wards, and monthly meetings are conducted.
Council committees	✓	The municipality is a plenary type of municipality, although it's status is currently being changes to an executive type municipality.
Supply Chain Management committees	✓	All relevant financial and management committees will be introduced as part of the comprehensive organizational renewal action plan that is currently being implemented. The members of the Bid Evaluation Committee are: <ul style="list-style-type: none"> • Miss Fikile Khumalo – Procurement Officer • Mr. Gerson Nthompe – Project Management Unit Manager (Chairperson) • Miss Rachel Lebona – Income Accountant • External Specialist Advisor (if required) Members of the Bid Adjudication Committee: <ul style="list-style-type: none"> • Mr. Moses Moremi – CFO (Chairperson) • Mr. Jossy Ralebenya – Director Corporate Services • Mr. Hope Mthembu – Director Technical Services
Complaints Management System	✗	Not in place
Fraud Prevention Plan	✓	Fraud and Anti-Corruption Strategy has been approved by Council
Communication Strategy	✓	A Communication Strategy, which incorporates a community participation part, has been approved by Council
Public Participation Strategy	✓	

2.5.1 Priority Risk Issues

- Lack of financial capacity
- The non-submission of annual financial statements will be addressed as a matter of the highest priority.
- The budget and reporting systems and procedures of the Municipality will be aligned with statutory and policy formats and requirements.
- Greater interaction and co-operation with the district municipality is a priority of the Council.



- No audit committee are in place
- No funds are allocated for spatial development due to budget constraints
- A major weakness of the municipality is that no financial statements were submitted for the past 3 financial years
- There are no internal audit committee

2.5.2 Governance Issues

Political Management

The Phumelela Local Municipality was established in terms of Section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998) and was published in Provincial Gazette No 109 dated 28 September 2000. The new Local Municipality is a category B Municipality with a plenary executive system as contemplated in Section 3(b) of the Determination of Types of Municipality Act, 2000 (Act No 1 of 2000).

Council Functioning

The powers and function assigned to the Municipality are stipulated in sections 156 and 229 of the Constitution and Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998. There are 14 Councillors with the speaker and plenary being full time. The organizational structures and levels of administration and existing human resources are indicated in the diagrams in this Chapter. The Council meets 6 times per annum and special council meeting take place as the need may arise. Management meets weekly. The political groupings in the Council are mainly as follows:

- a) ANC (Majority)
- b) Democratic Alliance
- c) Freedom Front plus
- d) PAC

To investigate all matters with reference to the relevant department and to make recommendations to Council via the Mayoral Committee which include:

- Centralization of administration
- Human resources
- Rendering of Services
- Integrated Policies and By-laws
- Integrated financial and IT systems
- Integrated financial management
- Administration infrastructure
- Stationary and printing
- Creation of new identity
- Integrated Development Plan

*Policies and legislative requirements*

Table 51: Policies and legislative requirements

Item	Status Indicator
Language Policy	<i>Not yet available. Inadequate funds to address at in this IDP.</i>
Integrated Development Plan	<i>Reviewed – finalized.</i>
Municipal Code (councilors and employees)	<i>Finalized.</i>
Guidelines for Community Participation	<i>Finalized.</i>
Delegation of Powers	<i>Finalized. To be reviewed annually.</i>
Election of Speaker, Mayor and Mayoral Committee Members	<i>In place.</i>

2.6 Institutional Development and Transformation

The Municipality faces several challenges in optimizing its response capacity over the last couple of years. Some of the most noticeable of these were the following:

- The Municipality was faced with the challenge to implement several key local policies at a time when it was most vulnerable due to personnel vacancies. These include the municipal planning systems prescribed in Chapters 4 and 5 of the Municipal Systems Act, 2000. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table 52: Legislative Regulation: Institutional

Integrated Development Planning	The Municipality is currently engaged in a process of streamlining its IDP and related planning activities in order to improve the credibility of its strategic planning documents.	<i>3-year period: 2009/10-2011/12</i>
Organisational Performance Management System	<ul style="list-style-type: none"> ☐ Finalisation of the Municipal Service Delivery and Budget Implementation Plan. ☐ Finalisation of the 3-5 Year IDP Implementation Plan. ☐ Design and implementation of a municipal performance scorecard. ☐ Streamlining of the contents and processes for the compilation of quarterly, mid-year and annual performance reports. 	<i>Initial implementation: 2007/08 – 2008/09</i> <i>Streamlining: 2009/10-2011/12</i>
Individual Performance Management System	<ul style="list-style-type: none"> ☐ Implementation of the Regulations for the Performance Management of the Municipal Manager and Managers directly accountable to the Municipal Manager, 2006 ☐ Finalization of Performance Agreements for section 57 managers. ☐ Preparation of annual Performance Plans for senior managers. ☐ Annual evaluation of the performance of section 57 managers. 	<i>Initial implementation: 2008/09</i> <i>Streamlining: 2009/10-2011/12</i>

No system for the measuring of productivity is in place. The municipality's strategic plan should be implemented simultaneously with the IDP, after finalisation. The IDP Specialised Plan namely the Performance Management System, will allow for increased productivity and measuring of performance to the lowest job level in the organisation. An electronic management information system, which allows for budget and votes allocation control, but could be utilised more effectively. Management Support Team: No Management Support team is appointed to assist the municipality.



Table 53: Assessment of Institutional Development and Transformation Requirements

Issue	Compliance	Comments
Availability of key staff	✓	<p>Key vacancies</p> <ul style="list-style-type: none"> • Town Planner (in terms of report from COGTA) • IDP Manager • Municipal Manager • HR Manager <p>Several key management positions, as well as key operational staff positions filled:</p> <ul style="list-style-type: none"> • Budget and Treasury Manager • SCM Manager (interviews have been conducted) • Fleet officer <p>Other important vacancies:</p> <ul style="list-style-type: none"> • Director Community Services • Town Planner (in terms of report from COGTA) • IDP and PMS Manager • Municipal Manager • HR Manager • Electrician
Organizational Structure	✓	The organizational structure has been reviewed in 2011. However, an in-depth review is currently planned to co-inside with the comprehensive Municipal Organisational Development processes underway.
Skills Development Plan	✓	The Municipality has prepared and submitted reports in respect of the Skills Development Plan as legislatively required.
HR Strategy	✓	The HR Strategy has been approved by Council and is reviewed annually.
Individual and Organisational Performance Management System	✓	Both an individual, as well as an organizational performance management system has been introduced and the PMS Policy is reviewed annually.
Monitoring, evaluation and reporting systems and processes	✓	The M&E systems of the Phumelela Local Municipality makes provision for measuring IDP targets by relating these targets to the in-year key performance indicators and targets in the Service Delivery and Budget Implementation Plan (SDBIP). Quarterly performance assessments are then conducted, whereby actual performance for the quarter is measured against targets for the same period. This result in quarterly performance reports to Council, the issuing of the mid-year budget and performance report and ultimately the Annual Report.

Table 54: Policies and legislative requirements

Item	Status Indicator
Human Resource Policy	Available
Election of Speaker, Mayor and Mayoral Committee Members	In place.
HIV/AIDS Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Communication Policy	Approved by Council in 2008/09 financial year.
Sexual Harassment Policy	Not yet finalized. Inadequate funds to address at in this IDP.



2.7 Financial Viability and Management

The Municipality was faced with the challenge to implement several key local policies at a time when it was most vulnerable due to personnel vacancies. These include the implementation of a revised financial management framework, as prescribed in the Municipal Finance Management Act, 2003. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table 55: Implementation of the MFMA

Implementation of the MFMA	<ul style="list-style-type: none"> • Risk Management systems and procedures. • Implementation of the Budget and Reporting Regulations for Municipalities • Implementation of supply chain management policies, structures and procedures. • Revenue, debtor and creditors management policies and procedures. 	<i>Ongoing</i>
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Table 56: Policies and legislative requirements

Item	Status Indicator
Tariff Policy	<i>Approved by Council in 2008/09 financial year.</i>
Competitive Bidding System	<i>Available.</i>
Credit Control and Debt collecting System	<i>Approved by Council in 2008/09 financial year.</i>
Procurement (Tender) Policy	<i>Not yet finalized. Inadequate funds to address at in this IDP.</i>
Cash Management and Banking Arrangement Policy	<i>Not yet finalized. Inadequate funds to address at in this IDP.</i>
Investment Policy	<i>Not yet finalized. Inadequate funds to address at in this IDP.</i>
Compilation of annual financial statements	<i>Available</i>

2.7.1 Auditor-General's Findings

The municipality received a disclaimer audit opinion from the Auditor-General for the 2011/12 financial year's statements. The following were some of the main issues raised in the Audit Report:

- Insufficient appropriate audit evidence to confirm the existence, completeness and valuation of property, plant and equipment with a carrying value of R306 853 660
- Insufficient appropriate audit evidence to confirm the completeness of investment property with a carrying value of R35 691 063
- Insufficient appropriate audit evidence for the completeness of impairment loss to the amount of R96 170
- Insufficient appropriate audit evidence for the completeness of depreciation and amortisation to the amount of R16 122 002
- Insufficient appropriate audit evidence to confirm the completeness and valuation of as well as rights to inventory of R25 910 116
- The valuation and completeness of provisions amounting to R7 600 000 could not be confirmed due to a lack of supporting documentation.



- Supporting documentation for adjustments due to changes in accounting policy included in the statement of changes in net assets amounting to R39 194 020 could not be provided for auditing.
- The municipality did not maintain a project management system for the identification and recognition of contracts and there were no satisfactory alternative audit procedures to obtain reasonable assurance that all commitments were properly recorded.

2.7.2 Priorities Issues related to Financial Viability and Management

1. Training of all finance officials in the use of the financial system (ABAKUS) (Data cleansing will be critical)
2. Ensure that all critical vacant positions in the Finance Department are filled: CFO, SCM Manager, Budget and Treasury Officer, Senior Debtors Clerk (3 temporary personnel appointed on a month-to-month basis to fulfil the vacant clerical roles)
3. Establish an independent credit and debt management unit (10 officials)
4. Draw up an Action Plan to address the audit queries
5. Sourcing capacity-building interventions from Provincial Treasury and COGTA
6. Measures to avoid over-expenditure
7. Establishment of IT infrastructure and accessibility of Internet connections to all staff members are critical

Section



Development Strategies, Programmes & Projects





3.1 Municipal Strategic Framework

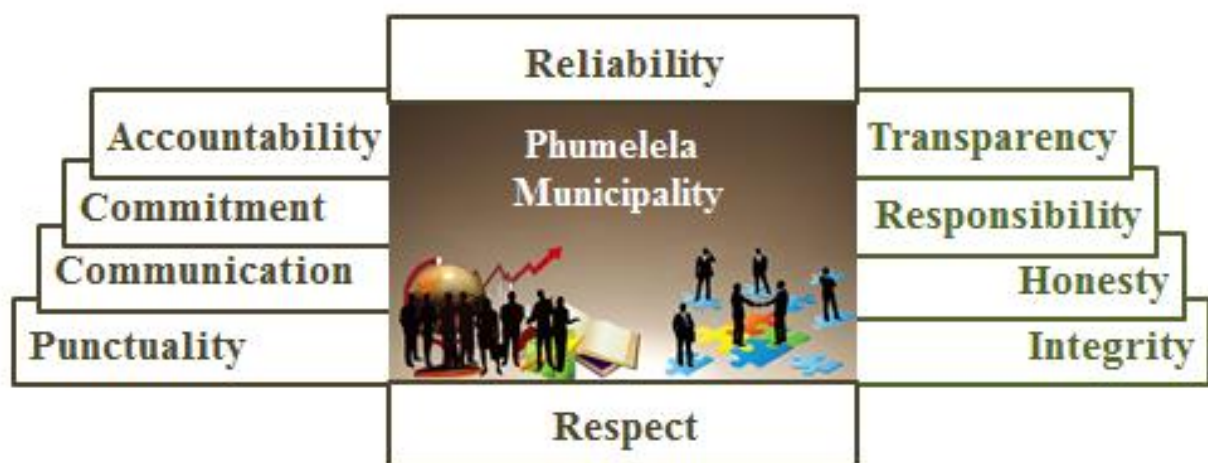
Vision Statement

Well governed, peaceful and prosperous local municipality where all residents actively benefit from sustainable economic growth, service delivery, health and education.

Mission Statement

Maintain highly committed and motivated politicians and employees who are prepared to serve communities by ensuring quality service delivery, financial viability and accountability, manage assets and resources efficiently as well as to encourage community participation in developmental initiatives.

Figure 12: Values of the Phumelela Local Municipality





3.2 Basic Service Delivery & Infrastructure Investment

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base- line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Project Management Unit required to coordinate and organize the management, planning and execution of technical projects	To implement a Project Management Unit (PMU)	Number of PMU's established	Money secured from MIG	1	1	Operationalise	Operationalise



3.2.1 Priority 1: Water

Status Quo Analysis:

Table 57: Status Quo: Water

Ward	Above RDP Standard	Below RDP Standard	Other
Ward 1	631	8	2
Ward 2	1,499	18	5
Ward 3	1,349	9	3
Ward 4	1,495	19	1
Ward 5	66	1,523	26
Ward 6	1,565	15	5
Ward 7	1,610	364	5
Ward 8	1,648	990	31

Ward	Above RDP Standard	Below RDP Standard	Other
Ward 1	98.44%	1.25%	0.31%
Ward 2	98.49%	1.18%	0.33%
Ward 3	99.12%	0.66%	0.22%
Ward 4	98.68%	1.25%	0.07%
Ward 5	4.09%	94.30%	1.61%
Ward 6	98.74%	0.95%	0.32%
Ward 7	81.35%	18.39%	0.25%
Ward 8	61.75%	37.09%	1.16%

Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014
(Read in conjunction with outcomes below)

Outcomes:

- 100% of households in formal settlements have access to basic level of water
- Water infrastructure maintained and operated in a manner to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.
- The percentage of households earning less than R1,100 per month with access to free basic services.
- Support the human settlements Outcome by providing bulk water infrastructure to sites identified for housing development
- Support economic development initiatives by providing clean, potable water to sites of commercial interest, such as tourism sites



- Improve the quality and reliability of water infrastructure and services in areas where ageing infrastructure or historical neglect has caused unreliable accessibility

Strategies:

- (1) Maintain existing water infrastructure (including gradually replacing ageing infrastructure)
- (2) Expand the scope of access to at least RDP level of services and higher to those areas that currently do not enjoy have those services
- (3) Support the human settlement initiatives in the municipal area by providing bulk water infrastructure to sites identified for housing development
- (4) Provide clean, potable water to sites of commercial interest, such as tourism sites. (Due to capacity constraints, this function will often be fulfilled in collaboration with site owners). Planning in this regard will be informed by the guidelines contained in the SDF.
- (5) Improve water infrastructure and services in areas where ageing infrastructure or historical neglect has caused unreliable accessibility

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Upgrading of water infrastructure. Current infrastructure are too old and not large enough to handle water volumes requirements	Zamani: To construct a water reservoir and pump station with a capacity to handle 2 mega liter water	Construction of a reservoir (number of reservoirs constructed)	Registere red with MIG			1	
		Rising main					1
		Installation of a pump station					1
Thembahihle Extension 4 does not have adequate infrastructure to provide bulk water to residents	To construct a 2 megaliter reservoir for Thembahihle Extension 4	Number of 2 megaliter reservoirs constructed		1			
Ageing infrastructure in need for constant repairs and maintenance	To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	Percentage of repairs and maintenance performed in terms of operating schedules	100%	100%	100%	100%	100%
It is necessary to ensure safe quality drinking water to Phumelela communities to prevent the outbreak of diseases	To ensure compliance with the national requirements for water safety	Completion of a Water Safety Plan	0	1			
		Water plants in the municipality to be registered (Percentage of plants)	0	100%			
		Number of qualified control processors				4	
Percentage of households with access to basic level of water	To ensure that 100% of households in formally established townships have access to at least RDP standard of water	Percentage of households in formal areas with access to basic level of water	100%	100%	100%	100%	100%



Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	0	0	1	0	0

The municipality is aware of the needs of schools and clinics in the area, but capacity constraints make it impossible to expand services to these social facilities at this stage.

3.2.2 Priority 2: Sanitation

Status Quo Analysis:

Table 58: Status Quo: Sanitation

Ward	RDP Standard and above	Below RDP Standard	None	Other - Not applicable
Ward 1	224	392	24	1
Ward 2	1479	30	9	4
Ward 3	1346	10	5	1
Ward 4	1497	12	7	0
Ward 5	389	650	266	310
Ward 6	1271	243	65	6
Ward 7	1620	161	143	55
Ward 8	600	1599	282	188

Ward	RDP Standard and above	Below RDP Standard	None	Other - Not applicable
Ward 1	34.95%	61.15%	3.74%	0.16%
Ward 2	97.17%	1.97%	0.59%	0.26%
Ward 3	98.83%	0.73%	0.37%	0.07%
Ward 4	98.75%	0.79%	0.46%	0.00%
Ward 5	24.09%	40.25%	16.47%	19.20%
Ward 6	80.19%	15.33%	4.10%	0.38%
Ward 7	81.86%	8.14%	7.23%	2.78%
Ward 8	22.48%	59.91%	10.57%	7.04%



Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014

(Read in conjunction with outcomes below)

Outcomes:

- 100% of households in formal settlements have access to basic level of sanitation
- Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.
- The percentage of households earning less than R1,100 per month with access to free basic services - sanitation.
- Support the human settlements Outcome by providing sanitation infrastructure to sites identified for housing development
- Support economic development initiatives by providing sanitation infrastructure to sites of commercial interest, such as tourism sites
- Improve the quality and reliability of sanitation infrastructure (at least VIP with ventilation) in areas where ageing infrastructure or historical neglect has caused unreliable accessibility

Strategies:

- (1) Maintain existing sanitation infrastructure (including replacing ageing infrastructure gradually)
- (2) Expand the scope of access to at least RDP level of services and higher to those areas that currently do not enjoy have those services
- (3) Support the human settlement initiative sin the municipal area by providing bulk water infrastructure to sites identified for housing development
- (4) Improve the quality and reliability of sanitation infrastructure and services in areas where ageing infrastructure or historical neglect has caused unreliable accessibility

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Sewer Reticulation infrastructure under severe pressure in the Zamani/Memel settlements	Installation of sewer reticulation network, phase 2	Phase 2 of the Memel/Zamani sewer reticulation network installed	Phase 1 completed		1		
Percentage of households with access to basic level of sanitation	To ensure that 100% of households in formally established townships have access to at least RDP standard of sanitation	Percentage of households in formal areas with access to basic level of water	100%	100%	100%	100%	100%
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	0	0	1	0	0

3.2.3 Priority 3: Municipal Roads and Stormwater

Status Quo Analysis:

Table 59: Status Quo: Roads

Town/Settlement	Values expressed as kilometers (km)			
	Tarr roads	Gravel roads	Graded roads	Total length
Vrede	14	36	0	50
Thembalihle	0	0	0	0
Vrede	14	36	0	50
Memel	4	30	0	34
Zamani	1	50	0	51
Memel	5	80	0	85
Warden	8	24	24	56
Ezenzeleni	1	36	0	37
Warden	9	60	24	93
	56	352	48	456

Strategic Objective:

- To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality
- To ensure proper maintenance and expansion of stormwater infrastructure

(Read in conjunction with outcomes below)

Outcomes:

- Repair and paving of roads according to the targets and projects indicated in the 5-year IDP
- Improve and properly maintain access roads and roads with specific commercial value (those roads under the jurisdiction of the municipality)
- Expand access to roads to areas where current infrastructure is inadequate, or in a state of collapse
- Expand stormwater infrastructure to areas historically deprived of proper facilities, according to affordability



- Improve the quality of stormwater arrangements and infrastructure, especially in those areas where possible natural disasters, such as excess rain, could cause damage in the absence of quality infrastructure

Strategies:

- (1) Repair and maintenance of main access and commercial roads in the area to sustain sustainable human settlements and infrastructure required for economic growth
- (2) Provide quality gravel roads in those settlements where such roads are lacking; including prioritizing access roads to clinics, schools and key social facilities in the area
- (3) Stormwater management aimed at proper maintenance and expansion to areas where access are inadequate

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Ensure that access roads are in a good order to enable sustainable social and economic activities: Various roads currently in poor condition and in need for repairs (not necessarily only access roads)	Ezenzeleni: Construction of 0,5km paved road	Kms of paved road constructed			0.5km		

Note: Transportation system

The municipality plans to address challenges related to its transportation system when enough funds and expertise could be obtained for the compilation of a Roads and Transportation Masterplan



3.2.4 Priority 6: Refuse Removal (including Solid Waste and Landfill Sites)

Status Quo Analysis:

Table 60: Status Quo: Refuse Removal

Ward	RDP standard and above	Below RDP standard	No rubbish disposal	Other - Not applicable
Ward 1	514	126	0	1
Ward 2	1,502	17	2	0
Ward 3	1,344	11	4	3
Ward 4	1,508	4	0	3
Ward 5	35	1,365	193	22
Ward 6	1,269	297	13	5
Ward 7	1,501	370	95	12
Ward 8	773	1,729	153	14

Ward	RDP standard and above	Below RDP standard	No rubbish disposal	Other - Not applicable
Ward 1	80.19%	19.66%	0.00%	0.16%
Ward 2	98.75%	1.12%	0.13%	0.00%
Ward 3	98.68%	0.81%	0.29%	0.22%
Ward 4	99.54%	0.26%	0.00%	0.20%
Ward 5	2.17%	84.52%	11.95%	1.36%
Ward 6	80.11%	18.75%	0.82%	0.32%
Ward 7	75.88%	18.71%	4.80%	0.61%
Ward 8	28.96%	64.78%	5.73%	0.52%

Strategic Objective:

To ensure good waste management in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

Outcomes:

- Three licensed and registered landfill sites.
- 100% of households in formal areas with access to refuse removal services at basic acceptable national standards. (This include the aim to expand access to under-developed areas)

Strategies:

- (1) Relocation of landfill sites
- (2) Maintain at least RDP standard refuse removal services to residential areas and settlements that currently enjoy such access, and expand access to those areas that do not currently have it
- (3) Licensed landfill sites



- (4) Proper management, maintenance and operation of waste management, waste disposal and waste collection infrastructure and services, with specific reference to landfill sites in order to minimise the risk of environmental damage

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Landfill sites not registered and/or compliant with requirements to be fully licensed	To start with the relocation and licensing of landfill sites	Warden: Construction of landfill site	0		1		
		Vrede: Construction of landfill site	0		1		
		Memel: Construction of landfill site	0		1		
Percentage of households with access to basic level of refuse removal	To ensure that all households in formal residential areas have access to refuse removal services at least once every two weeks	Percentage of households in formal area with access to refuse removal at least once every two weeks	100%	100%	100%	100%	100%
	To review the Integrated Waste Management Plan	Number of Waste Management Plans reviewed	0	0	1	0	0



3.2.5 Priority 7: Electricity Reticulation

Table 61: Status Quo: Energy

Energy for cooking

Ward	Electricity	Gas – Solar	Paraffin, wood and Coal	Animal dung	None
Ward 1	296	58	284	5	-
Ward 2	1,147	17	354	1	3
Ward 3	1,130	64	162	-	6
Ward 4	1,100	37	372	-	6
Ward 5	381	53	1,148	31	1
Ward 6	1,042	15	505	22	1
Ward 7	1,417	92	436	31	3
Ward 8	664	113	1,735	142	15

Energy for heating

Ward	Electricity, gas and solar	Paraffin, wood, coal, candles and animal dung	None
Ward 1	296	324	21
Ward 2	628	850	44
Ward 3	915	332	115
Ward 4	777	715	24
Ward 5	346	1,243	26
Ward 6	764	751	70
Ward 7	1,189	645	144
Ward 8	583	2,017	69

Energy for Lighting

Ward	Electricity	Other-acceptable standard	Below acceptable standard	None
Ward 1	497	11	134	-
Ward 2	1,480	1	39	1
Ward 3	1,319	4	37	3
Ward 4	1,497	3	12	4
Ward 5	786	16	810	4
Ward 6	1,177	5	385	18
Ward 7	1,614	12	350	2
Ward 8	1,286	20	1,359	4



Strategic Objective:

- To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014
- To explore alternative energy solutions and participate in initiatives to save electricity

Outcomes:

- 100% of households in formal areas with access to electricity, in support of the national target for the provision of electricity
- Regular maintenance of electricity infrastructure in Memel
- Expansion of electricity to 100% of areas where the services are currently unreliable or not available.
- Expanding public lighting, with specific reference to street lights and high mast lights to all areas, in line with affordability

Strategies:

- (1) Maintain and upgrade electricity infrastructure in Memel, where the municipality is the responsible authority
- (2) Manage the availability and administration of pre-paid meters
- (3) Gradually expand access to electricity to community in rural areas and other areas where the service is currently unreliable or inadequate
- (4) Expand the street lights and high mast lights (and public lighting in general) in the Phumelela municipal area, in line with municipal capacity (budget)
- (5) Participate in national, provincial and private sector initiatives to explore alternative energy options, as well as energy saving measures, without harming the capacity of the area to explore economic opportunities dependent on reliable energy feeds.

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Percentage of households with access to electricity	To ensure that at least 92% of households will have access to basic level of electricity by 2014	Percentage of households in formalized urban areas with access to basic level of electricity	100%	100%	100%	100%	100%



3.2.6 Priority 8: Cemeteries and Parks

Strategic Objective:

To ensure effective management of graveyards and cemeteries in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

Outcomes:

Adequate provision for, safe and well maintained graveyards and cemeteries (100% of all such facilities)

Strategies:

- (1) Fencing of graveyards
- (2) Routine maintenance at graveyards
- (3) Identify land for the development of new graveyards
- (4) Routine maintenance of parks

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
	To maintain existing graveyards and cemeteries	Number of cemeteries provided with solid / concrete fencing	0	1			

2.7 Priority 9: Sport and Recreational Facilities

Strategic Objective:

To ensure access to quality sport and recreational in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP

Strategies:



- (1) Routine maintenance of current sport and recreational facilities
- (2) Expansion of sporting infrastructure, such as sport fields and stadiums, according to affordability
- (3) Construction of new community halls in those wards and settlements where the need is the greatest, but where communities do not currently have access to such facilities

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Inadequate sport facilities to provide recreational and exercise opportunities for the Phumelela youth	Sport facilities in Phumelela	Number of sport stadiums upgraded in Vrede town	1 (needs upgrading)	1			
		Number of sport stadiums upgraded in Thembahihle	1 (needs upgrading)	1			
		Number of sport facilities upgraded in Memel	0	1			
	To identify land for a new sport facility in Warden	Land identified for a new sport facility in Warden	0	1			

3.2.8 Priority 10: Traffic and Parking

Strategic Objective:

To ensure effective traffic management and parking in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP

Strategies:

- (1) Provide traffic control services in the Phumelela municipal area



3.2.9 Priority 11: Firefighting

Strategic Objective:

To ensure effective firefighting in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Assist the district municipality with firefighting in the municipal area

Strategies:

Support the district municipality with disaster management in the Phumelela municipal area; with specific emphasis on firefighting



3.3 Local Economic Development

3.3.1 Priority 4: Local and Rural Economic Development

Table 62: Economic Profile

Annual Income Per Household

Ward	No income	R 1 - R 4800 - R 19 601 - R 38 200	R 38 201 - R 76 400 - R 153 801 - R 307 600	R 307 601 - R 614 400 - R 1 228 801 - R 2 457 600	Unspecified
Ward 1	99	351	172	20	-
Ward 2	132	1,077	309	3	-
Ward 3	108	632	521	101	-
Ward 4	132	944	426	13	-
Ward 5	71	1,137	346	60	-
Ward 6	204	1,155	222	3	-
Ward 7	240	1,137	558	43	1
Ward 8	230	1,894	489	56	-

Employment Profile

Ward	Employed	Unemployed	Discouraged work-seeker	Other not economically active
Ward 1	506	83	123	613
Ward 2	1,034	607	374	1,851
Ward 3	1,042	372	128	1,081
Ward 4	846	439	489	1,545
Ward 5	2,417	351	387	1,325
Ward 6	789	555	624	1,607
Ward 7	1,543	402	301	2,008
Ward 8	2,503	815	700	2,306

**Contribution Per Economic Sector**

Ward	In the formal sector	In the informal sector	Private household	Do not know - Not applicable
Ward 1	280	72	152	1,816
Ward 2	729	98	208	5,336
Ward 3	833	142	97	3,056
Ward 4	653	55	137	4,667
Ward 5	1,762	419	281	4,416
Ward 6	513	80	83	5,108
Ward 7	1,191	232	106	4,948
Ward 8	2,000	311	250	7,740

Strategic Objective:

To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP

Outcomes:

- (Number of) employment opportunities created through targeted IDP projects
- (Number of) employment opportunities created through EPWP initiatives
- Create an environment conducive for realistically anticipated investment and economic opportunities, which are mostly tourism and agriculture

Strategies:

- (1) The LED Strategies of the municipal focus on two core issues, namely (1) job creation and (2) to create an environment conducive for economic growth by providing basic services infrastructure to current and potential investors.
- (2) Job creation initiatives focus on the EPWP and the Community Works Programme, of which the municipality has been selected as a pilot site
- (3) Engage possible investors and government organisations to make available funding and expertise to promote local economic development in the municipal area.



(4) Support to SMMEs and BBBEes

(5) Job creating initiatives must prioritise the poverty-stricken areas of the municipality; which are mostly the historically disadvantaged areas (townships) and sections of the population

The following were identified as possible investment opportunities in the area:

- Agri-Businesses must be explored. The Province could assist with funding to conduct a needs analysis.
- A bio-fuel plant could hold great possibility;
- The Department of Tourism And Local Economic Development office could assist with funding for the development of an Integrated Rural Development Strategy;

A lack of funding stops entrepreneurs from taking up opportunities and for them to create jobs in the area. The structure to drive the local economy was is also a problem. The Municipality only has one official, dealing with the local economy, and this causes a capacity constraint. The Phumelela Local Municipality must appoint a service provider to develop an overall economic strategy that will:

- Deal with the promotion of BEE development;
- Create Private sector and Business Partnerships;
- Outline promotion of Cooperatives;
- Identify priorities of ASGISA within a local context;
- Formulate an Economic Strategy that is informed by the National LED Framework and the principles of NSDP, PGDS and ASGISA.

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Municipality is a pilot site for the launching of the Community Works Programme	To launch the Community Work Programme in the Phumelela Municipality	Jobs created through the CWP					
The municipality has not yet utilized the benefits of the EPWP to assist with job creation in the area	To fully implement the EPWP Programme in the municipality	Number of jobs created through the EPWP					

3.4 Institutional Transformation & Development

Strategic Objective: *Institutional Transformation and Development*

To facilitate institutional transformation and development in the Phumelela local municipality as measured in terms of the outcome indicators listed below

Outcomes:

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- Targets in the organizational redesign and change management strategy; and
- Skills development targets in the municipal Skills Development Plan.

Strategies:

- (1) Development of an integrated Institutional Development Programme to improve the capacity of the municipal administration to implement the IDP, including an HR Strategy.
- (2) Prioritise the recruitment, selection and training of competent staff, with specific reference to senior managers and posts requiring specialized skills that are core to fulfilling the Constitutional mandate of the municipality
- (3) Annual review of the organisational structure.
- (4) Skills development.
- (5) Maintaining and improving an organisational and individual performance management system according to the required prescripts.

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Municipalities with all six critical posts filled by competent staff	To ensure that all six critical senior posts on the staff establishment are filled by competent staff	Number of senior critical posts filled by competent staff	4/5	5/6	5/6	5/6	5/6
	To ensure that the Municipal Manager's post is filled within 3 months	Period lapsing to fill the vacant MM post after it has become vacant	5 months	MM's posts filled	MM's posts filled	MM's posts filled	MM's posts filled
Percentage of MMs and senior managers with signed performance agreements	To ensure that the MM and other senior managers has an annually revised performance agreement	Number of annually revised performance agreement of the MM that is aligned to national	1	1	1	1	1



Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
	that is aligned to national priorities within the prescribed legislative time-frames	priorities and the LGTAS, signed within the prescribed legislative time-frames					
		Number of annually revised performance agreements of senior managers that are aligned to national priorities, signed within the prescribed legislative time-frames	4	5	5	5	5

3.5 Financial Viability and Management

3.5.1 Priority 5: Institution Building

Strategic Objective: *Financial Viability and Management*

To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001

Outcomes:

- the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- financial viability.

Strategies:

- (1) Prioritize initiatives to obtain a clean audit by 2014
- (2) Revenue Enhancement, including implementation of the tariff, rates and creditors policies



- (3) Properly establish and utilizing of the Supply Chain Management Unit and associated functions
(4) Data cleansing on the financial management system

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
A adverse audit opinion	To implement the 2012 Audit Action Plan (move towards a clean audit by 2014)	Number of corrective and internal control interventions identified in the Audit Action Plan addressed	Audit Action Plan available: Total of 56 issues	56			
Percentage of municipalities that are overspending on OPEX	To ensure that the municipality does not overspent on OPEX	Operational expenditure as a percentage of the amount budgeted for operations per quarter		Not exceeding 100%	Not exceeding 100%	Not exceeding 100%	Not exceeding 100%
		Number of reports indicating operational expenditure as a percentage of budgeted OPEX		4	4	4	4
Percentage of municipalities under spending on CAPEX by target date (2014)	To ensure that the municipality effectively utilized allocated capital budget	Capital expenditure as a percentage of the amount budgeted for capital per quarter		100%	100%	100%	100%
		Number of reports indicating capital expenditure as a percentage of budgeted CAPEX		4	4	4	4
Percentage of municipalities spending less than 5% of OPEX on repairs and maintenance by 2014	To ensure that the municipality spent at least 5% of OPEX on repairs and maintenance	Percentage of operational expenditure spent on repairs and maintenance		5% or more	5% or more	5% or more	5% or more
		Number of reports indicating expenditure on repairs and maintenance as a percentage of budgeted OPEX		4	4	4	4
Municipalities with current debtors exceeding 50% of own revenue	To ensure that current debtors do not exceed 50% of own revenue	Percentage: Current debtors in relation to own revenue	Exceeding	Exceeding			

3.6 Good Governance and Public Participation

3.6.1 Alignment with Outcome 9: Good Governance and Public Participation

Strategic Objective: *Good Governance*

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

Outcomes:

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.
- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.

Strategies:

- (1) Effective, fully functional Council, including political and administrative support to the Mayor and Speaker
- (2) Ensure the establishment and effective utilization of corporate governance structures, with specific reference to the internal audit function, audit committee, oversight committee and council committees
- (3) Regulatory compliant participation structures and processes, including the ward committees, IDP/budget engagements and an IDP Representative Forum
- (4) Effective organisational decision-making structures, including a supply chain committee

Performance Objectives, Indicators and Targets

Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base- line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
Simplified IDPs focusing on planning for delivery of a set	To align the IDP with the Simplified IDP Framework	Number of simplified IDPs that is aligned with the	0	1	1	1	1



Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base- line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
of 10 critical municipal services		identified 10 critical services compiled					
Number of municipalities with functional Organizational Performance Management Systems	To ensure that the municipality has a functional Organizational Performance Management System	Number of organizational performance reviews conducted	2	4	4	4	4
		Number of reports compiled in terms of section 46 of the Systems Act	1	1	1	1	1
Administration of indigents	To ensure that 100% of registered indigents have access to free basic services	Percentage of registered indigents with access to free basic services	100%	100%	100%	100%	100%
	To ensure that the indigent register is updated at least once a year	Number of updates of the indigent register	1	1	1	1	1
Initiatives supportive of Outcome 8: Human Settlements	To annually review the SDF in line with the guidelines for simplified SDFs	Number of SDFs reviewed annually	1	1	1	1	1
	To finalize the Land Use Management framework	Adoption of by-laws	0	1	1	1	1
	To finalize a land audit	Land Audit finalized	0	1	0	0	0
	To formalize settlements through targeted upgrading initiatives	100% percentage of informal settlements formalized	0	0	0	100%	100%
Deepen democracy through a refined ward committee system	To have fully functional ward committees in all 8 wards	Number of wards with fully functional ward committees	7/8	8	8	8	8
	To ensure that all ward committees meet monthly	Number of ward committee meetings held	96	96 (12x8)	96 (12x8)	96 (12x8)	96 (12x8)
		Number of ward committee reports tabled to and considered by Council	16	16 (twice a year)	16 (twice a year)	16 (twice a year)	16 (twice a year)
Community Complaints System	To implement a community complaints system	Number of complaints, queries and requests registered from the community and attended to	0	To be finalized when system has been implemented	To be finalized when system has been implemented	To be finalized when system has been implemented	To be finalized when system has been implemented
		Community Complaint System implemented and reviewed annually	0	1	1	1	1
Functional Councils	To ensure optimal functionality of Council in	Number of functional Councils, including the timely	12	1	1	1	1



Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base- line	Performance Targets			
				Y1: 2012/13	Y2: 2013/14	Y3: 2014/15	Y4: 2015/16
	terms of the requirements of the Municipal Structures Act	distribution of Agendas and Minutes					
		Oversight Committee established and oversight report produced	1	1	1	1	1
		Percentage of Council Resolutions implemented		100%	100%	100%	100%
Operational Clean Audit	To ensure a clean audit by 2014	Municipal Audit Action Plan implemented (percentage)	0	100%	100%	100%	100%
	To have a fully functional Internal Audit function	Number of Internal Auditors appointed	1	2	2	2	2
		Rolling three year audit plan approved and annually reviewed	1	1	1	1	1
	To have a fully functional Audit Committee	Sessions of the audit committee	0	4	4	4	4
Anti-corruption	To annually review the anti-fraud and anti-corruption strategy	Number of annual review of the Anti-fraud and Anti-corruption strategy	1	1	1	1	1
Special Focus Groups	To ensure that special focus groups are mainstreamed in the municipality's programmes and projects	Finalization of a policy to regulate the municipality's approach towards focus groups	0	1			



3.7 MIG Projects for 2013/14

MIG Reference Nr	Project Description	EP WP Y/N	Project Value	MIG Value	Expenditure as at 30 June 2013	Expenditure Balance as at 30 June 2013	Planned MIG Expenditure for 2013/2014	Status (Not Registered, Registered, Design & Tender, Construction, Completed)	Planned date: Consultant to be appointed (start with design)	Planned date: Contractor to be appointed and construction to start	Planned date: Project to be completed	Planned MIG Expenditure for 2013/2014	Planned MIG Expenditure for 2014/2015	Planned MIG Expenditure for 2015/2016
PMU			1,263,850.00	1,263,850.00	-	1,263,850.00	1,263,850.00	Operational	6/1/2012			1,263,850.00	1,039,800.00	1,051,050.00
MIG/FS0807/SF/09/11	Sport facilities in Phumelela	Y	13,680,000.00	13,680,000.00	998,395.87	12,681,604.13	4,212,750.00	Construction	3/1/2009	5/4/2012	6/29/2012	4,212,750.00	3,119,400.00	3,098,628.79
MIG/FS0810/W/09/10	Zamani: 2ML Reservoir rising main & pumpstation	Y	11,176,275.00	11,176,275.00	-	11,176,275.00	10,293,189.40	Registered	3/1/2009	7/31/2012	6/1/2013	10,293,189.40	883,535.60	
Warden: Construction of Landfill Site		N	7,000,000.00	7,000,000.00	-	7,000,000.00	6,446,640.32	Not Registered	4/30/2012	8/1/2012	6/1/2013	6,446,640.32	553,359.68	
Vrede: Construction of Landfill Site		N	7,000,000.00	7,000,000.00	-	7,000,000.00	700,000.00	Not Registered	4/1/2013	8/31/2013	6/30/2014	700,000.00	6,300,000.00	
Memel: Construction of Landfill Site		N	7,000,000.00	7,000,000.00	-	7,000,000.00	700,000.00	Not Registered	4/1/2013	8/31/2013	6/30/2014	700,000.00	6,300,000.00	
Thembalihle Ext 4: Construction of 2ML Reservoir		Y	11,500,000.00	11,500,000.00	-	11,500,000.00	1,660,570.28	Not Registered	4/30/2012	8/1/2012	6/1/2013	1,660,570.28		9,839,429.72
Zamani/Memel: Installation of Sewer Reticulation Network Phase 2		Y	7,000,000.00	7,000,000.00	-	7,000,000.00		Not Registered	4/1/2013	8/31/2013	6/30/2015	-		6,854,796.21
Ezenzeleni: Construction of 0,5km paved road		Y	2,750,000.00	2,750,000.00	-	2,750,000.00		Not Registered	3/1/2013	8/31/2014	1/15/2015		2,572,904.72	177,095.28



MIG Reference Nr	Project Description	EP WP Y/N	Project Value	MIG Value	Expenditure as at 30 June 2013	Expenditure Balance as at 30 June 2013	Planned MIG Expenditure for 2013/2014	Status (Not Registered, Registered, Design & Tender, Construction, Completed)	Planned date: Consultant to be appointed (start with design)	Planned date: Contractor to be appointed and construction to start	Planned date: Project to be completed	Planned MIG Expenditure for 2013/2014	Planned MIG Expenditure for 2014/2015	Planned MIG Expenditure for 2015/2016
	Total						25,277,000.00					25,277,000.00	20,769,000.00	21,021,000.00
											Accumulative	25,277,000.00	20,796,000.00	21,021,000.00

Section D



High level Sector Plans (SDF)





4.1 Spatial Development Framework

The Phumelela Spatial Development Framework can be categorized into the following development categories:

- Primary Urban Development areas;
- Agricultural Development Area;
 - Intensive area;
 - Extensive area;
 - Urban area.
- Enabling framework of linkages and nodal development; and
- Tourism development.

The **objectives** of the Phumelela Spatial Development Framework are as follows:

- To develop a spatial pattern which will promote integration of all communities
- To promote an environment which will contribute and facilitate local economic growth and be compatible with the needs of small, micro and medium enterprises
- To stimulate agricultural development
- To ensure that existing infrastructural services are maximized to the benefit of all the residents
- To develop a spatial framework which accommodates the diverse socio-economic needs of the local communities and potential investors
- Promote the sustainable use of land and resources
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of the community and the environment
- Stimulate economic development opportunities in rural areas
- Support the equitable protection of tenure and land use rights
- Promote accountable, open and transparent decision-making in terms of land use and development
- Improve co-operative governance and information sharing

How does the Plan relate to the status quo analysis?	The SDF make provision for the integration of communities, but this is a long-term objective, because the lack of adequate resources makes it impossible for the municipality to launch large-scale initiatives and projects on its IDP to achieve the objective. The aim is to make provision on the IDP for settlement and spatial utilisation patterns that will gradually enable the municipality to achieve this aim. Current spatial and land utilization practices supports this aim, and new human settlement areas are already situated closure to existing commercial and economic centers.
Relation to strategic objectives	The strategic objectives of the municipality are formulated to reflect the spatial formations suggested in the SDF. Water, sanitation, electricity, refuse removal, housing and local economic planning are done in terms of the spatial guidelines of the SDF.
Programmes and Projects	A comprehensive list of long, medium and short term SDF projects has been developed and approved by Council on 31 March 2012.

The Municipality's SDF has been revised and approved by Council on 31 March 2011



4.2 Municipal Waste Management Plans

Each of the urban units has one waste disposal site. However, the capacity and condition of two of these sites need to be improved as soon as possible. The Vrede site is located near the airstrip and is not fenced in, (because of theft). Furthermore the site has insufficient capacity for even short-term use. The site within Memel is situated close to the Pampoenspruit, which is a tributary to the Seekoeivlei wetland area. This site is also unfenced as a result of theft, and will have to be expanded or relocated for future demands. Warden's site was upgraded recently with the addition of an incinerator.

Currently a huge problem with regard to integrated waste management is the fact that, although there are adequate personnel available, disposal sites are not equally well managed throughout the Phumelela municipal area. The possibility of recycling in the area has been investigated, and a service provider has been identified to assist the Municipality in this regard.

The Municipality has taken various initiatives to ensure sound management of waste management in its area of jurisdiction. These are prescribed below:

Table / Figure 5.3: Waste Management Requirements

Vrede	<ul style="list-style-type: none">• Disposal sites must be less than 500m from residential areas.• Meetings were conducted with the community to ensure buy-in in respect of the re-allocation of disposal sites.• A new site has been identified, which is on the Rietkuil Road; 2.5 kms from town. A decision has been taken to budget R500 000 in the 2009/10 budget for this purpose.
Warden	<ul style="list-style-type: none">• The disposal site is currently on private land, and (following a court case in this regard) it must be relocated. However, no agreement regarding the site for possible relocation has been reached. The area initially identified by the Municipality not approved. A decision has been reached to appoint advisors to assist with the investigation into the issue.
Memel	<ul style="list-style-type: none">• Disposal site comply with basic requirements.

In the absence of an integrated Waste Management Plan, the waste management strategy of the Municipality is described in the strategy formulation section of this IDP; within its context of national, provincial and sectoral integration requirements. In summary, that approach could be explained as follows:

The Municipality's waste management strategies are driven by the following principles:

Sustainable Living

Municipalities are in a unique position to encourage the kind of lifestyle choices that will promote sustainable living. They can achieve this by taking into account economic, social and natural environmental factors in their decisions and the activities that they undertake.

Economic Incentives

Recycling is an activity that needs both financial and logistical support, especially in the early stages of an initiative, if it is to be successful and sustainable. Such support could include the following:



- Direct cash payment in return for materials delivered or collected e.g. at a buy back facility
- Subsidies for collection and transport of materials for recycling
- Tax incentives, including tax exemption for recyclers who purchase new recycling equipment; low interest loans for purchase of recycling capital equipment; landfill charges or taxes; and raw material charges.
- Enhancing market conditions for recycling by ensuring the supply of recyclable materials and simultaneously stimulating demand for products made from recycled materials.

Regulations

Government might set targets to promote recycling. Although there is currently no law requiring recycling, future recycling targets might be regulated by law. Such targets should set realistic levels of recycling within achievable timeframes and be agreed in consultation with the key role-players in the recycling chain.

The Phumelela Local Municipality's response to the demands for integrated waste management planning is as follows:

(1) Review the regulatory guidelines for waste management in the area

The Municipality will review its by-laws, policies, strategies, plans and programmes related to waste management in order to ensure that it is in line with the National Waste Management Strategy and Action Plan and to ensure that there is a sound and effective statutory framework in place for waste management practices in the municipality. It is envisaged that the integrated statutory framework will ultimately address the waste management needs of the municipality holistically.

(2) Conduct a comprehensive waste situation analysis

The Municipality will conduct a comprehensive analysis and survey of the waste situation, challenges, constraints and actual waste disposal capacity in the area. The aim will be to obtain accurate and reliable data that could be used to inform the envisaged by-laws, programmes and strategies aimed at effective and environmental friendly waste disposal.

Such a survey would address the following issues:

- A Gaps and Needs Analysis.
- A Waste Generation Model.
- Economic Analysis of Options concerning Landfill Sites.
- Collection Needs.

(3) Awareness campaigns

The Municipality plans to make extensive use of awareness campaigns as an inexpensive way of working towards achieving its waste management objectives.

The Municipality intends to set up a data-base with the aim of keeping records of all waste management and waste disposal statistics, as required by the National Waste Management Strategy, as soon as the necessary administrative capacity is in place.



The Municipality is planning to gradually introduce and popularize waste recycling initiatives. However, due to resource and capacity constraints, these initiatives will for the short and medium term focus on awareness creation.

The Municipality does not currently have the resource and budget capacity to invest in alternative waste collection and transportation. The immediate focus will be to sustain current levels of services and make the community aware of the importance of sustainable waste collection practices.

Given the current capacity limitations of the Municipality, short to medium term strategies will focus on developing and implementing a waste classification system. In this regard, mention could be made of the following categories of waste²:

Solid Waste is waste of a solid nature generated by a person, business or industry.

Domestic solid waste (General Waste) is solid waste generated by single or multifamily residential dwellings, and solid waste of a non-hazardous nature, generated by wholesale, retail, institutional or service establishments such as office buildings, stores, markets, restaurants, theatres, hotels, warehouses, industrial operations and manufacturing processes.

Hazardous waste is any waste which by reason of chemical reactivity, or toxic, explosive, corrosive or other characteristics causes danger or is likely to cause danger to human health or the environment, whether alone or in combination with other wastes. Hazardous waste is categorized in four hazard ratings with 1 being the most hazardous and 4 being the least hazardous.

Medical waste is any waste generated by hospitals, clinics, nursing homes, doctor's offices, medical laboratories, research facilities and veterinarians, which are infectious or potentially infectious.

Special waste is a non-hazardous waste, which due to its nature requires special or separate handling at a sanitary landfill. Special wastes include but are not limited to tires, asbestos, demolition waste, industrial sludges of a non-hazardous nature, paper mill sludge, olive oil waste, abattoir wastes and petroleum waste oil.

In terms of waste disposal sites, the short to medium term emphasis of the Municipality will be on solving issues related to the location of landfill sites (too close to urban areas)³ and the fact that some landfill sites are located on private property.

The Municipality's capacity constraints do not allow it to fully comply with all the requirements mentioned above. However, once the current challenges relating to the existing landfill sites are resolved, the Municipality will amend its waste management strategies to ensure a gradual introduction of initiatives aimed at ensuring full compliance.

² Integrated Waste Management Master Plan - June 2003 (Amajuba Municipality)

³ The waste disposal site in Memel is situated near the Pampoenspruit and holds a danger of polluting the Seekoeivlei wetland. This site will have to be relocated within the near future.



4.2.1 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> The municipality aims to address the gap between the national target for access to waste removal and the access levels in the municipality, but a shortage of resources is a critical challenge in this regard. The municipality has invested in long-term initiatives to relocate the landfill sites in order to prevent legal action and to facilitate the licensing and registration of landfill sites.
Relation to strategic objectives	<ul style="list-style-type: none"> The municipality needs to promote safe waste management practices in order to prevent hazardous risks that may prevent the municipality from achieving targets related to water, sanitation and a safe and secure environment.
Programmes and Projects	<p>The municipality has included the following objectives in this IDP:</p> <ul style="list-style-type: none"> aims to achieve the target of the national government in terms of access to refuse removal; and relocation of one landfill site.

4.3 Disaster Management Plan

In March 2008 the Disaster Management Plan was reviewed. During the work session, the following was outlined:

- Disaster management must deal with proactive and reactive maintenance of possible disaster areas.
- It was also noted that the District Municipality should play more of an active role in assisting the local Municipalities.

The following was identified by the participants:

NATURAL DISASTERS:

- Floods
- Fire
- Snow
- Storms
- Disease/s
- Drought
- HIV/Aids

The Municipality is especially exposed to fires, soil erosion, the indiscriminate destruction of natural vegetation and storms as major potential sources of disasters. Especially in Thembalihle the houses are old and not properly constructed, and therefore especially exposed to storms.

Other disasters that impact directly on the budget of the municipality include:

- (1) Motor vehicle accidents.
- (2) Livestock that graze in residential areas.
- (3) Sewerage spill-over into the Cornelius River.
- (4) A water tank that is not properly maintained and is causing unnecessary water losses.

Susceptibility and Vulnerability Assessment



Susceptibility

The susceptibility of an area to a particular emergency, hazard or disaster refers to the likeliness of such an event actually happening in that particular area. Physical characteristics, spatial structure and historical occurrence all determine the likeliness of a disaster or the susceptibility to a disaster. As an example, an area which has never received any snowfall will be less susceptible to snow hazards than areas who have frequently experienced heavy snow in the past. As most of these disasters are unpredictable to a large degree, the relative susceptibility is indicated within the Prevention and Mitigation framework as an expression of high, medium or low susceptibility.

Furthermore the susceptibility to a particular disaster could differ across the geographical area of the municipality. The specific areas most susceptible to a disaster are also indicated within the Prevention and Mitigation framework.

Vulnerability

Vulnerability refers to (a) the possible extent of loss in lives and property in an area, should a disaster occur and (b) the ability of a community of the particular area to adapt to or deal with the occurrence of such a disaster.

The locality of a community in relation to a potential flood would be an indication of a high vulnerability. Furthermore the availability of emergency response services to a community also determines its vulnerability. Where a community with a high susceptibility to a disaster is a considerable distance from such emergency services the vulnerability of that community would be considered high.

Table 63: Risk and Vulnerability Assessment

Type of Incident	Areas to be affected	Probability	Consequences
Floods	Zeekoeivleipoort Lincolnshire Mont Pelaaan Merinodal Verkykerskop Hlomisa Thembalihle Warden Aanvang Jachtkop County Claire Vaalkop Paardeplaats Oudewoning Koefontein Memel	40%	People without shelter Damages to infrastructure Disruption of economy of municipality Deaths Vegetation destroyed Transportation disrupted Roads inaccessible No telecommunication
Heavy Snow	Zeekoeivleipoort Lincolnshire Mont Pelaaan Merinodal Verkykerskop Hlomisa	30%	People cut off from others Residents cut-off from food supplies Telecommunication disrupted Damages to infrastructure Residents cut-off from medical care Deaths Transportation disrupted



Type of Incident	Areas to be affected	Probability	Consequences
			Roads inaccessible
Veld fires	The whole of Phumelela	100%	People without shelter Animals without gratin Damages to infrastructure Dead animals Disease Residents cut-off from medical care Deaths Residents cut-off from food supplies
Dam Wall Breakages	<u>Vrede/Thembalihle Dam:</u> Farms: Dippenaarsdal 1347 Kelkklip 1326, Mizpah 141, Ziklag 140 <u>Vrede Dam:</u> Squatters in Thembalihle	10%	People drowned People without shelter Damages to infrastructure Residents cut-off from medical care Disease
	Emanzini Resort Private Property around dam <u>Cornelis River: Warden</u> Residents residing on banks of river		
Road Blockages	N3 – Warden	50%	Accidents Detours Delay in people on their way to medical care Water shortages
Transportation: hazardous/toxic substances	All people alongside the route of transportation All other people travelling on the route Towns, i.e. Warden next to N3,	5%	Toxic contamination Injuries Accidents Medical care needed Traffic Control needed Emergency medical care needed
Oxidation Ponds (Vrede)	Residents of Extension 3 Thembalihle	5%	People in aid of medical care People without shelter Damages to infrastructure People in aid of emergency medical care
Airplane crashes	Residents residing in the area where crash occurred	2%	Need of Emergency Medical Care Fire fighting Damages to infrastructure Traffic control needed Temporary shelter needed



Type of Incident	Areas to be affected	Probability	Consequences
Road accidents	People using the road	50%	Need for emergency medical care Transportation needed Traffic Control needed Firefighting needed
Stock disease (Foot & Mouth)	Animals in the areas where the disease occurred	30%	Need of Veterinary care Need of medical care
Civil Violence	All people in area where civil violence occurred	10%	Need of assistance of Safety & Security Need for Emergency medical care Temporary shelter needed
Droughts	All people and animals in area where drought occur	30%	Need for food and grazing Need for Water Dead Carcasses Lack of nutrition

Prevention and Mitigation (Contingency Plans)

The responsibility of the municipality is not only to react to disasters, but to ensure that a potential disaster is prevented. These prevention strategies are indicated within the Disaster Management Act, Act 57 of 2002, section 47:

“(1) A municipal disaster Management centre, to the extent that it has the capacity, must give guidance to organs of state, the private sector, non-governmental organisations, communities and individuals in the municipal area to assess and prevent or reduce the risk of disasters, including-

- (a) ways and means of-
 - (i) determining levels of risk
 - (ii) assessing the vulnerability of communities and households to disasters that may occur
 - (iii) increasing the capacity of communities and households to minimise the risk and impact of disasters that may occur, and
 - (iv) monitoring the likelihood of, and the state of alertness to, disasters the may occur;
 - (b) the development and implementation of appropriate prevention and mitigation methodologies;
 - (c) the integration of prevention and mitigation methodologies with the development plans, programmes and initiatives; and
 - (c) the management of high-risk developments
- (2) A municipal Disaster Management Centre must promote formal and informal initiatives that encourage risk-avoidance behavior by organs of state, the private sector, non-governmental organisations, communities, households and individuals in the municipal area.”



4.3.1 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> The municipality's exposure to risks, with specific reference to veld fires (and then specifically in the rural areas) must be combatted through the interventions planned in the disaster management plan. This element is a priority for the farming community in the municipality, but the role of the municipality is complicated by the lack of resources and the fact that disaster management is in essence a district function.
Relation to strategic objectives	<ul style="list-style-type: none"> The effective management of disaster has implications for the ability of the municipality to implement, execute and achieve all of its strategic objectives, because it impact directly on the risks that may face the municipality. The one specific strategic objective that is core to the disaster management strategy is to ensure effective firefighting in the Phumelela municipal area. There has been plans to develop waste recycling capacity in the Phumelela area in previous IDPs, but a lack of adequate resources has prevent this from materializing.
Programmes and Projects	<ul style="list-style-type: none"> The municipality is planning to train ten firefighters over the next three years, which will assist in alleviating the demand from the rural farming community for the municipality to assist with combatting veld fires. The municipality is also in the process of improving coordination and communication with the district municipality to synergize disaster management efforts in the area.

4.4 Environmental Management Planning

A major component of this environmental programme is an assessment of the legal requirement necessary for sustainable development in Phumelela. This section constitutes an indication of those requirements.

❑ The National Environmental Management Act principles:

Section 2 of The National Environmental Management Act (107 of 1998), or referred to as NEMA, requires all organs of the State to implement and adhere to the principles set out in Chapter one of NEMA. All organs of State also have the responsibility to protect, promote and conserve the needs of the people. NEMA Section 2 also stipulates that the organs of State have to serve as a framework for environmental management and it is their duty to guide the implementation of this Act. It is therefore a prime requisite of the Phumelela local municipality to incorporate this wider environmental analysis.

NEMA sets clear principles for guidance in the stipulation of general principles for the environmental programme (Section 2 of NEMA).

These principles are summarized below:

1).Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.



2).Development must be sustainable socially (people), environmentally (planet) and economically (prosperity). 3).Sustainable development requires the consideration of all the relevant factors, including the following:

- To avoid and minimize:
 - the disturbance of ecosystems and loss of biological diversity
 - the disturbance of landscapes and sites that constitute the cultural heritage
 - pollution and degradation of the environment
 - waste (re-use or recycle)
- The responsible and equitable use of renewable and non-renewable resources
- That a risk prevention approach are taken, and
- The prevention of negative impacts on the environment and on people's environmental rights
- Environmental justice must be pursued so that adverse environmental effects shall not be distributed in such a manner as to unfairly discriminate against any person.

At the core of the NEMA principles are thus primarily the needs of the people, and social, environmental and economic sustainable development. These core guidelines act as excellent indicators when measuring all potential development.

❑ Strategic Environmental Assessment principles:

Strategic Environmental Assessment (SEA) aims to ensure that environmental issues are addressed from an early stage in the process of formulating policies, plans and programmes, and incorporated throughout this process. In The development and understanding of SEA will assist in practically implementing sustainability and moving towards a true integration of economic, social and biophysical goals.

Ten principles are proposed for SEA in South Africa. These principles are the fundamental premises underpinning SEA methodologies in South Africa and provide the theoretical base for the development of local SEA processes.

The following is the ten principles of SEA for South Africa:

1. SEA is driven by the concept of sustainability;
2. SEA identifies the opportunities and constraints, which the environment places on the development of plans and programmes;
3. SEA sets the criteria for levels of environmental quality or limits of acceptable change;
4. SEA is a flexible process, which is adaptable to the planning and sectoral development cycle;
5. SEA is a strategic process, which begins with the conceptualization of the plan or programme;
6. SEA is part of a tiered approach to environmental assessment and management;
7. The scope of an SEA is defined within the wider context of environmental processes;
8. SEA is a participative process;
9. SEA is set within the context of alternative scenarios;
10. SEA includes the concepts of precaution and continuous improvement.

❑ The Environmental Conservation Act (Act 73 of 1989)

The MEC may, through the Environmental Conservation Act (ECA), identify those activities that will have a detrimental effect on the environment, and those activities will be prohibited. The MEC also has the right to identify areas of limited development for any activities relating to infrastructure, land use or resources. This could be areas with red-data species, wetlands or any other environmentally sensitive areas.



The following table is a summary of the environmental management functions of the different departments and the applicable legislation.

Phumelela Environmental Issues

In order to ensure that the negative impacts of the priority environmental issues are minimized there needs to be a sound understanding of the relationship between the causes and the effects of these issues.

In the following table the various environmental problems associated with the proposed projects, (set out in the analysis phase), are presented, together with the most prominent causes of these environmental problems. The various effects of these environmental problems on the people, as well as the communities/towns being affected by these problems are also presented.

Table 64: Environmental problems, causes, effects and people being affected

Environmental problems, risks and threats	Causes of the problem	Effect(s) of the problem on the environment	People being affected
Cemetery development	<ul style="list-style-type: none"> ▪ Shortage in capacity ▪ Increased number of deaths, due to HIV/AIDS 	<ul style="list-style-type: none"> ▪ Shortage in burial sites ▪ Creates an unhealthy environment ▪ Loss in arable land 	All urban areas
The provision of waterborne sanitation	<ul style="list-style-type: none"> ▪ Population growth, thus increased demand for sanitation systems ▪ Contamination of underground water through the old sanitation systems 	<ul style="list-style-type: none"> ▪ Increase in water use, which leads to a decrease in the resource 	Rural areas Vrede
The upgrading of the refuse sites	<ul style="list-style-type: none"> ▪ Insufficient and unfenced waste disposal sites ▪ Not sufficient capacity ▪ Waste management not effective 	<ul style="list-style-type: none"> ▪ Pollution ▪ Creates an unhealthy environment 	Vrede
Increased water supply	<ul style="list-style-type: none"> ▪ Population growth, thus increased demand for water ▪ Improvement of water supply ▪ Will improve the lives of the people 	<ul style="list-style-type: none"> ▪ Decrease in the water resource 	Vrede Warden
Parks and Sports field development	<ul style="list-style-type: none"> ▪ There is a need for more recreational facilities 	<ul style="list-style-type: none"> ▪ Disturbance of natural resources: trenches will be dug, trees will be cut down ▪ Visual pollution 	All towns
The provision, upgrading and	<ul style="list-style-type: none"> ▪ Poor infrastructure of roads ▪ Neglect of maintenance of roads 	<ul style="list-style-type: none"> ▪ Increase in air pollution (increased amount of private vehicles on roads) ▪ Increase in accidents 	All towns



Environmental problems, risks and threats	Causes of the problem	Effect(s) of the problem on the environment	People being affected
maintenance of transport routes		<ul style="list-style-type: none"> Damage to land alongside roads 	
The installation of area lighting	<ul style="list-style-type: none"> For improved lighting, and safety 	<ul style="list-style-type: none"> Visual pollution: Erection of towers or masts Impact on the biodiversity 	Memel Vrede Warden

Activities/projects that will need an Environmental Impact Assessment (EIA), will be mentioned below. The additional activities not mentioned below, would all require scoping reports.

Activities, which will require an Environmental Impact Assessment (EIA), are:

- The construction of proper infrastructure for water and sanitation services
- The new cemetery sites
- The construction and maintenance of roads
- The construction of infrastructure for electricity
- The establishment of a sports field

4.4.1 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> Landfill and waste disposal sites that are too close to residential areas, illegal refuse dumps and waste water management practices that endanger water sources are some of the issues in the Phumelela area that necessitates the formulation and implementation of an Integrated Environmental Management Plan.
Relation to strategic objectives	<ul style="list-style-type: none"> Development of legislatively compliant and environmentally friendly waste disposal sites. The municipality will gradually relocate current waste disposal sites and improve the management thereof to ensure that the negative environment impact thereof is limited. The strategic aim is to promote environmental health by the way in which the waste disposal function is managed.
Programmes and Projects	<ul style="list-style-type: none"> The municipality adheres to the requirements for environmental impact studies where projects are undertaken that may potentially have a negative impact on the environment. Awareness campaigns regarding environmental issues have been included in previous IDPs, but a lack of adequate resources has prevented the effective implementation thereof. However, the concept is still part of the municipality's long-term programme of action.



4.5 Local Economic Development (LED) Strategy

Thabo Mofutsanyana held a LED Summit from 30 January to 1 February 2002, with the key participants local municipalities, national and provincial departments, tourism enterprises, the IDC, Khula, Ntsika, banks, Vodacom, MTN, Eskom, Telkom, NGOs, business organisations, NAFCOC, institutions of higher learning, local businesses, etc. The summit came up with strategies and recommendations on the following:

Key issues:

- Job creation and sustainable communication
- Wealth creation and prosperous societies
- Infrastructure creation and human capital development
- Future hope creation for the youth, woman and disabled people

Main strategies

- Woman economic empowerment and social empowerment of the disable people
- Development of the youth entrepreneurs and innovators
- Individual development, infrastructure development and human capital
- Supplier development of agricultural products, crafts and art work
- Beneficiaries of minerals and other resources

The LED Summit was held amidst current realities in the district, such as the closing down of businesses, factories and industries, the decline in the agricultural sector and other retrenchments, leading to the decline of the local economy. As a result just about half of the population was left unemployed, which in turn had an adverse effect on buying power in the region.

The **purpose of the LED Summit** was therefore to come up with strategies that will deal with / answer the following :

- How to revive the local economy of the district
- How to create opportunities for employment and job creation
- How to improve living conditions of people in a sustainable manner

The primary **focus** is on :

- Growing newly established small and medium enterprises
- Capacity building on newly established business in terms of business management and business accounting
- Promotion of especially agriculture, tourism, retail and manufacturing sectors

The summit also endeavored to create an environment that would produce sustainable opportunities for **SMME's** in the short and long term with a view to :

- Widening the scope of business opportunities
- Entrepreneurship development through relevant training
- Active financing of small business



- Small business participating in job creation
- Wealth creation for economic growth

Economic regeneration study

The District Municipality has applied to the Local Economic Development Fund of the Dept. of Local Government & Housing for an economic regeneration study. However due to the limited resources, the study eventually focused only on the specific nodal municipality, viz. Maluti A Phofung.

Strategic guidelines for LED

National policy documents

- White Paper on Local Government
- Growth, Employment and Redistribution Programme.
- Local Economic Development Policy Paper

Strategic guidelines

Focal economic, sectors and geographical areas for promotion

- Tourism (eco-tourism) – Clarens, Qwaqwa, Bethlehem, Ficksburg, Fouriesburg, Harrismith, Kestell, Reitz and Memel
- Agriculture (agricultural products and agri-businesses)
- Whole area of Thabo Mofutsanyana
- Fruit production: Ficksburg
- Horticulture: Reitz and Bethlehem

Basic principles for promotion

- Labour intensive techniques
- Use of SMME's in projects such as repairing roads
- Create district markets
- Promote involvement of women
- Good marketing strategies
- Improve knowledge (empowerment through training)
- Maintenance of infrastructure (roads, water, sanitation)
- Manage spread of HIV



4.5.1 The Integrated Local Economic Development (LED) Programme

The LED programme provides an overview of interventions to promote economic development and employment generation in the Municipality, in a co-ordinated way to achieve a significant impact. The LED Programme consists of:

- a socio-economic analysis,
- strategy guidelines on local economic development and
- a consolidated summary of independent LED projects and LED activities which are part of the designed projects.

In March 2008 the Integrated Local Economic Development Programme was reviewed at a workshop for the purpose of reviewing the plan. The outcomes of the review are stated below:

- The workshop identified an imbalance in the economy of Phumelela Municipality.
- The economy of the area is driven by agriculture, as is illustrated in the following pie chart:

It is imperative for the Municipality to diversify the economy. The high dependence on agriculture renders it vulnerable to economic instability when indices and market indicators for the agricultural sector decline. Furthermore, a local economy based in a single commodity type finds itself inadequate to respond to diverse local needs and for the broad based economic empowerment.

The following key areas were pointed out:

- The ASGISA programme must be linked to the Phumelela Municipality's Economic Strategy as well as the Free State Growth and Economic Strategy;
- The Second economy must be unpacked in order to ensure all people benefits;
- The SMME development strategy as well as a Rural development plan must create the integration to building the local economy;
- The Municipality must ensure that it play a role in facilitating and stimulating the economic growth patterns in the area by creating "an economic environment " in which investors and local people will build the local economy.



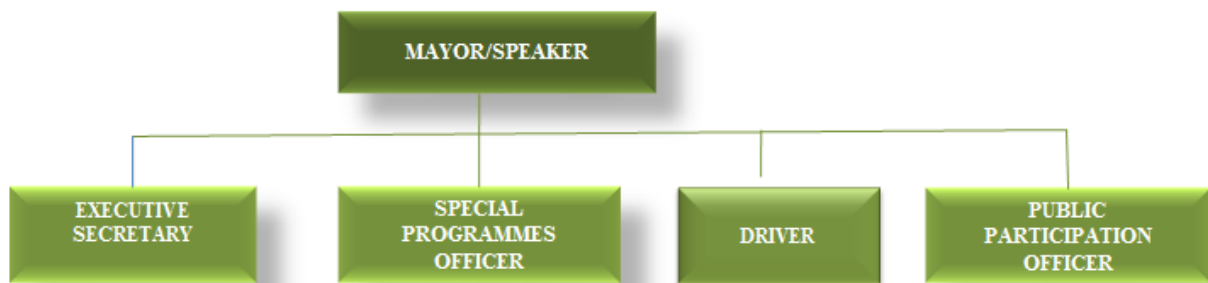
4.5.2 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> • High levels of unemployment and poverty in the Phumelela area • The Phumelela Municipality has been identified as one of the pilot sites for the implementation of the CWP in the Free State.
Relation to strategic objectives	<p>The LED Strategy relates to the following objective in the IDP:</p> <ul style="list-style-type: none"> • To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP
Programmes and Projects	<ul style="list-style-type: none"> • Refer to the LED Programmes and Projects in Section C of the IDP.

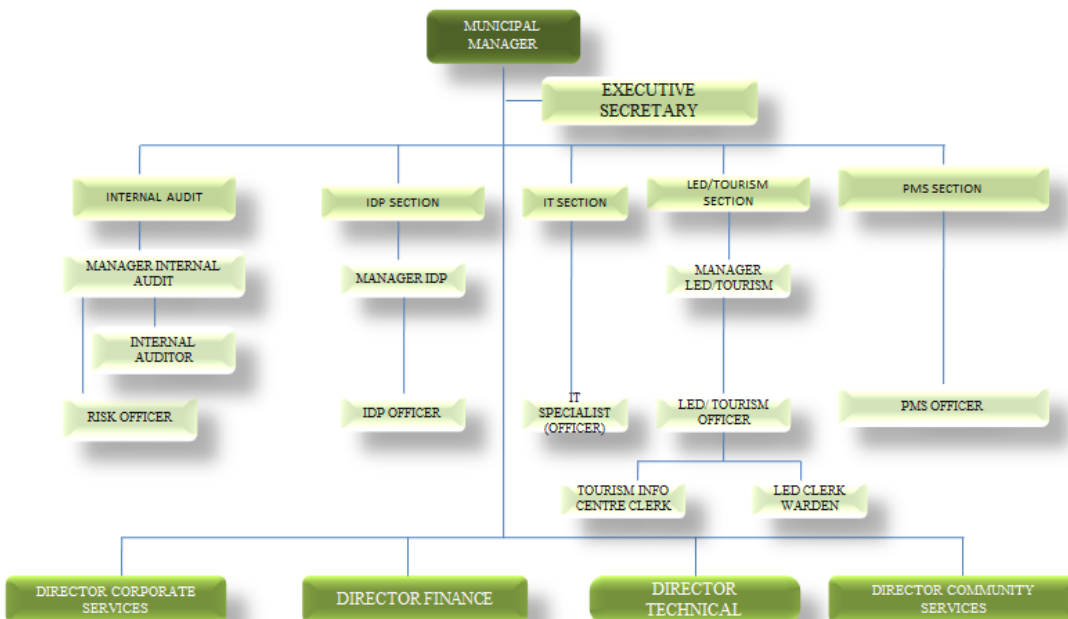
4.6 Institutional Development

The Phumelela Local Municipality has reviewed its organizational structure annually. Currently the high-level organizational structure of the Municipality is as follows:

OFFICE OF THE MAYOR/SPEAKER



OFFICE OF THE MUNICIPAL MANAGER



The overall purpose of strategic human resources management is to:

- Ensure adequate human resources to meet the strategic goals and operational plans of the Municipality – the right people with the right skills at the right time.
- Keep up with social, economic, legislative and technological trends that impact on human resources in the Municipal area and in the voluntary sector.
- Remain flexible so that the Municipality can manage change if the future is different than anticipated.

The Municipality's Strategic Response to Human Resource Management and Development Issues are comprehensively addressed in its Human Resource Strategy

4.6.1 Personnel Component and Employment Equity

Table 65: Total Number of Employees in the Municipality

Employment Category		Race										
		African		Coloured		Indian		White		Total		Total
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	9	5	0	0	0	0	0	1	9	6	15
SOC 100	Directors and Corporate Members	4	1	0	0	0	0	0	0	4	1	5
SOC 200	Professionals	3	2	0	0	0	0	0	0	3	2	5
SOC 300	Technicians and Trade Workers	1	1	0	0	0	0	2	0	3	1	4
SOC 400	Community and Personal Service Workers	5	7	0	0	0	0	0	1	5	8	13
SOC 500	Clerical and Administrative Workers	15	15	0	0	0	0	0	1	15	16	31
SOC 700	Machine Operators and Drivers	11	5	0	0	0	0	0	0	11	5	16
SOC 800	Labourers	139	27	0	0	0	0	0	0	139	27	166
Apprentices		0	0	0	0	0	0	0	0	0	0	0
Total		187	63	0	0	0	0	2	3	189	66	255

(Source: Municipal Employment Equity Plan, 2011/12)

Table 66: Global Figures:

Total anticipated no of employees on 1 July 2011	262
Total anticipated payroll amount (on which levy payment is based) for 2011/12:	R31,958,000.00
Casual Workers:	11
Contract Workers:	5
Part-time Councillors:	14
Full-time Councillors:	1
Total Councillors:	15

(Source: Municipal Employment Equity Plan, 2011/12)



Table 67: Employee profile

Employment Category		Race						Age categories									
		African		White		Total		21-30		31-40		41-50		51+		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Legislators																	
	Mayor	1				1	0	1				1				1	0
	Local Government Legislators (Councillors)	8	5		1	8	6	14	1	1	5	2	2	3		8	6
Total:		9	5		1	9	6	15	1	1	5	2	3	3		9	6
Directors and Corporate Managers																	
11131	Municipal Manager		1			0	1	1					1			0	1
11133	General Managers																
1211	Corporate Services Managers	1				1	0	1				1				1	0
1212	Finance Managers	1				1	0	1				1				1	0
1213	Human Resource Managers																
1214	Policy and Planning Managers																
1221	Engineering Managers	1				1	0	1		1						1	0
1222	Construction Managers	1				1	0	1		1						1	0
Total:		4	1			4	1	5		2		2	1			4	1
Professionals																	
Corporate Services	Core Admin	2				2	0	2			2					2	0
	Core Finance	1	1			1	1	2		1	1					1	1
	Legal																
	IT																
	Procurement		1			0	1	1		1						0	1
Total:		3	2			3	2	5		2	3					3	2
Technicians and Trade Workers																	
Corporate Services	Core Admin		1	2		2	1	3		1		1	1			2	1
	Core Finance																
	Legal																
	IT																
	Procurement																
Technical Services	Roads and Storm water	1				1	0	1				1				1	0
Total:		1	1	2		3	1	4		1		2	1			3	1
Community and Personal Service Workers																	
Corporate Services	Core Admin	2	2			2	2	4		1	1	1	1			2	2
	Core Finance																
	Legal																
	IT																
	Procurement																
Financial Services	Client Services		2			0	2	2				1			1	0	2
Community Services	Libraries	2	2		1	2	3	5	1			2	1	1		2	3
Community Safety	Traffic Management	1				1	0	1		1						1	0
Municipal Planning	LED/IDP/ Urban Planning		1			0	1	1				1				0	1
Total:																	
Clerical and Administrative Workers																	
Corporate Services	Core Admin	9	6			9	6	15	5	3	3	1	1	2		9	6
	Core Finance	6	7			6	7	13	3	4	1	1	1	2	1	6	7
	Legal																



Employment Category		Race						Age categories									
		African		White		Total		21-30		31-40		41-50		51+		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
	IT																
	Procurement																
Financial Services	Client Services		2		1	0	3		2				1			0	3
Total:		15	15	0	1	15	16	31	8	9	4	2	2	5	1	15	16
Machine operators and Drivers																	
Corporate Services	Core Admin	10				10	0	10	3		2		3		2	10	0
	Core Finance																
	Legal																
	IT																
	Procurement																
Community Services	Parks	1	5			1	5	6				1	2		3	1	5
Total:		11	5			11	5	16	3	2		4	2	2	3	11	5
Labourers																	
Corporate Services	Core Admin	1				1	0	1				1				1	0
Community Services	Parks	6	5			6	5	11	1	1	2	1	1	3	2	6	5
	Community Facilities	44	2			44	2	46	14		13	1	17	1		44	2
	Cemeteries	9	2			9	2	11			3	1	1	5	1	9	2
Community Safety	Public Safety	3				3	0	3	1		1	1				3	0
Technical Services	Roads and Storm water	11	9			11	9	20	1	1	5	1	5	3		11	9
	Solid Waste and Landfill	38	3			38	3	41	1	1	8	1	11		18	38	3
	Water supply and waste water	27	6			27	6	33	1	2	9	3	11		6	27	6
	Electricity																
Total:		139	27			139	27	166	19	5	41	7	48	8	31	139	27
Total:		187	63	2	3	189	66	255	33	18	60	16	62	21	34	189	68

(Source: Municipal Employment Equity Plan, 2011/12)

4.6.2 Skills Development

Table 68: Training for Municipal Employees

N o	Course Name or Qualification Title	Name of Provider	Skills Area	NQF Level	Informal/ Formal	In-house: External	Includes SAQA reg. unit standards	Duration	Number of employees trained	Actual Cost
1	Training of Training Committee	LGSETA	Administration		Formal	In-house		1 day	5	LGSETA Funds
2	Consumer Training Education	University of Johannesburg	Administration	5	Informal	External	Yes	2 weeks	2	LGSETA Funds
3	HR Training	Pay Day	Administration		Informal	External		1 week	2	R15 387,72
4	Supply Chain Management Training	PALAMA	Financial	5	Informal	External	Yes	1 week	1	LGSETA Funds
5	Assets Management Training	INFO	Financial		Informal	External		3 days	1	R5 700.00



N o	Course Name or Qualification Title	Name of Provider	Skills Area	NQF Level	Informal/ Formal	In-house: External	Includes SAQA reg. unit standards	Duration	Number of employees trained	Actual Cost
6	Public Participation Training	University of Western Cape	Administration	5	Informal	External	Yes	1 week	1	COGTA Funds
7	Risk Management training	University of Johannesburg	Financial	5	Informal	External	Yes	2 days	1	R3 300.00
8	TAX Training	Pay Day	Financial		Informal	External		1 day	2	R4 000.00
9	CPMD	Wits University	Management/ Leadership	6	Informal	External	Yes	1 year	3	R105 000.00
10	IDP Training	Central University of Technology	Management/ Leadership	5	Informal	External	Yes	1 year	1	R15 000.00
11	Municipal Finance Management Programme	University of Pretoria	Financial	6	Informal	External	Yes	1 year	4	R60 000.00
12	Local Government Accounting Certificate	SAICA/ AAT	Financial	3	Informal	External	Yes	1 year	8	R120 000.00
13	LGRC/LGNET Training	DBSA	Computer literacy	5	Formal	In-house	Yes	3 days	14	DBSA Funds
14	CPMD (Additional Modules)	Wits University	Management/ Leadership	6	Informal	External	Yes		2	R50 000.00

(Source: Municipal Skills Development Plan, 2011/12)

Table 69: Summary of Actual Programmes

Total number trained		47
Total Actual Cost of Training		R378 387.72
Total Interventions		
Skills priority No	Name of intervention	Number of interventions planned
5	ABET	0
0	Administration	4
8	Client Services	0
0	Computer Literacy	1
0	Corporate, legal and support	0
1	Financial	6
9	Life Skills	0
1	Management/ leadership	3
7	Occupational Health and Safety	0
0	Policy development	0
8	Project management/ Planning	0
10	Social/ community/ economic development and planning	0
4	Specialist technical	0
0	Training Skills	0
0	Specialist skills required by legislation	0
	Total interventions not linked to Sector Skills Priorities	0

(Source: Municipal Skills Development Plan, 2011/12)



Table 70: Total Number of Employees in the Municipality to Receive Training

Employment Category		Race										
		African		Coloured		Indian		White		Total		Total
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	9	5	0	0	0	0	0	1	9	6	15
SOC 100	Directors and Corporate Members	4	1	0	0	0	0	0	0	4	1	5
SOC 200	Professionals	3	2	0	0	0	0	0	0	3	2	5
SOC 300	Technicians and Trade Workers	1	1	0	0	0	0	1	0	3	1	4
SOC 400	Community and Personal Service Workers	4	5	0	0	0	0	0	1	5	8	13
SOC 500	Clerical and Administrative Workers	16	15	0	0	0	0	0	1	15	16	31
SOC 700	Machine Operators and Drivers	6	2	0	0	0	0	0	0	11	5	16
SOC 800	Labourers	79	15	0	0	0	0	0	0	139	27	166
Apprentices		0	0	0	0	0	0	0	0	0	0	0
Total		122	46	0	0	0	0	1	3	123	49	172

(Source: Municipal Skills Development Plan, 2011/12)

4.7 Anti-Corruption Strategy

The Phumelela Local Municipality based its anti-corruption strategy on the following eight (8) objectives:

- To pro-actively manage the anti-fraud responsibilities of the municipality;
- To provide employee guidance if fraud is suspected;
- To issue a clear statement forbidding misconduct, and to popularise this statement amongst all employees;
- To concentrate the responsibility for investigating possible instances of fraud and corruption in a central, non-bias office;
- To issue assurances to all personnel that fraud will be fully investigated;
- To issues clear protection guidelines for those reporting suspected fraud;
- To adopt and apply the norms, standards and principles of the National Anti-Corruption Forum; and
- To create a suitable environment for fraud management.

The Phumelela Local Municipality has identified the following strategies to achieve the objectives mentioned above:

- (1) *Strategy 1:* To implement a risk-based approach towards the management and combating of fraud, corruption and irregularities.
- (2) *Strategy 2:* To formulate clear guidelines that could be used by employees and the public about reporting procedures and methods in instances where fraud and/or corruption are expected.
- (3) *Strategy 3:* To increase institutional response capacity in terms of the ability of Municipality to respond to, and prevent instances of fraud and corruption.
- (4) *Strategy 4:* To make sure that appropriate measures are in place to promote the reporting of instances of fraud or corruption.
- (5) *Strategy 5:* To create and participate in networks of interested parties with a common aim of combating fraud and corruption.
- (6) *Strategy 6:* To institute measures aimed at creating a culture of fraud and corruption control.



The Municipality adopted an Anti-corruption Strategy

4.9 Organisational & Individual Performance Management System

A fully functional Performance Management System (PMS) has been introduced in the Phumelela Local Municipal, consisting of the following elements (or sub-systems):

- (1) **IDP goals and objectives** represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected Council.
- (2) The IDP indicators and targets are annually **aligned** to the **municipal budget** on an activity level (programmes and projects) as part of the IDP review process.
- (3) Funded IDP goals, objectives, strategies, programmes and projects are annually cascaded down into the municipal **Service Delivery and Budget Implementation Plan (SDBIP)**, where it is translated into annual municipal key performance indicators and targets.
- (4) IDP activities are also cascaded down **to Departmental SDBIPs** (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the --
- (5) annual **individual Performance Plans** (which is part of the Performance Agreements of the respective section 57 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 57 managers will be evaluated and performance assessed.

The Municipality has approved an Organisational and Individual Performance Management Policy



4.10 Municipal Monitoring & Evaluation System

The Municipal M&E System compose of the following elements:

Table 71: Elements of the Phumelela LM M&E System

Design of a Municipal Scorecard	<ul style="list-style-type: none"> The Municipal institutional scorecards relates directly to the Municipal Service Delivery and Budget Implementation Plan
Daily, monthly and quarterly performance monitoring	<ul style="list-style-type: none"> Daily capturing of performance details based on activities performance and schedules executed / implemented. Monthly performance reports from individual supervisors to senior managers (HODs)
Performance Evaluation	<ul style="list-style-type: none"> Mid-year performance evaluation, based on Municipal SDBIP targets in comparison with actual results achieved Annual performance evaluation, based on Municipal SDBIP targets in comparison with actual results achieved
Annual Auditing of the PMS	<ul style="list-style-type: none"> Annual auditing of the Organisational PMS in terms of Chapter 3 of the Municipal Planning and Performance Management Regulations by the Internal Auditors
Reporting and Accountability	<ul style="list-style-type: none"> Compilation of the Mid-Year Budget and Performance Report in terms of section 72 of the Municipal Finance Management Act Compilation of the Annual Performance Report in terms of section 46(1) of the Municipal Systems Act Compilation of the Annual Report in terms of section 46 of the Municipal Systems Act and the Municipal Finance Management Act, sections 121-127 (including the Annual Financial Statements) Consideration of the Performance Reports by Management, Council and the Audit Committee Submission of performance reports to the Provincial and National Treasury and COGTA Advertisement of performance reports for scrutiny and comments by the public

4.11 Communication and Public Participation Policy

The community participation strategy of the Phumelela Local Municipality focuses on compliance with the requirements of the Municipal Systems Act, 2000 and the Municipal Planning and Performance Management Regulations, 2001 in the manner in which the municipality organises its engagement structures and processes. In this regard, overall aim of the Municipality's participation strategy is to develop a culture of municipal governance that complements formal representative government with a system of participatory governance. In this regard, the objectives of the Municipality's participation processes are as follows (related to the requirements of s. 16 of the Systems Act, 2000):

- Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its integrated development plan; the establishment, implementation and review of its performance management system; the



monitoring and review of its performance, including the outcomes and impact of such performance; the preparation of its budget; and strategic decisions relating to the provision of municipal services.

- Contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality; councillors and staff to foster community participation; and use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing the IDP, PMS and community engagement initiatives.

The purpose of communication in local government is to fulfill the mandate and duty to consult with and inform the public about services impacting on their daily lives. Councillors, managers and the public should understand the chain of events in a municipality's communication system and they should be sensitive to all conditions that impact on the environment in which they are operating.

The function of communication in municipalities is directly linked to the function of meeting the information needs of society. Therefore, all councillors and employees should perform their functions with the knowledge that the purpose of all messages is to satisfy the community's most urgent expectations.

Communication in local government is a process aiming at the sharing of information between a municipality and all its stakeholders. It requires the establishment of an interactive process that should be aligned with the Integrated Development Plan of a municipality. To ensure that the flow of communication is effective and efficient, it is essential that a communication strategy is developed. The purpose of a municipal communication strategy is to convey correct, clear and simple messages on a regular basis to all internal and external stakeholders in a transparent manner. This will, on the one hand, ensure that councillors and career officials:

- Are familiar with the expectations of the stakeholders;
- Convey clear messages to all relevant stakeholders;
- Identify and apply appropriate communication methods; and
- Frequently communicate with all the stakeholders.

On the other hand it would ensure that community members are informed about the processes available to them to participate in local government affairs and to play a watchdog role in the level and quality services that they are getting from their municipality.

In addition to the theoretical foundation for communication in a municipal setup, there is also a comprehensive policy framework comprising of national government legislation and other policy documents. It is essential that any municipality's communication strategy is aligned with the directives stipulated in the legislation and the relevant policy documents.

The Municipality has approved a Communication and Public Participation Policy (one policy addressing both elements)



4.12 Financial Plan

Requirements of Regulation 2 (3) of the Municipal Planning and Performance Management Regulations, 2011 regarding the contents of a municipal financial plan:

(3) A financial plan reflected in a municipality's integrated development plan must at least-

- (a) include the budget projection required by section 26(h) of the Act;
- (b) indicate the financial resources that are available for capital project developments and operational expenditure; and
- (c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) Revenue raising strategies;
 - (ii) asset management strategies;
 - (iii) financial management strategies;
 - (iv) capital financing strategies;
 - (v) operational financing strategies; and
 - (vi) strategies that would enhance cost-effectiveness.

4.12.1 Financial strategies of the municipality

Table 72: Financial Strategies

Revenue raising strategies	<p>To improve the financial viability of the Municipality during the 2011/12 financial year as measured in terms of the following outcomes:</p> <ul style="list-style-type: none"> • Increase the operational cash flows of the Municipality by 15% • Collection rate: 70% per quarter • Creditors to be paid within 30 days <p>Property Rates Act implemented, as measured in terms of –</p> <ul style="list-style-type: none"> • The percentage of property owners included on the billing system; and • Property rates collection rates
Asset Management Strategies	<p>To implement an asset management system, as measured against the following indicators:</p> <ul style="list-style-type: none"> • Finalization of an asset and disposal, acquisition and disposal policy • Implementation and updating of an asset register. • Valuation of assets.
Financial Management Strategies	<p>To improve the financial management of the Municipality, as measured in terms of the following indicators:</p> <ul style="list-style-type: none"> • Appointment of a Creditors and Payroll Clerk; • An updated policy register; • Implementation of internal controls according to the internal Action Plan; • Incorporation of the fixed assets register into the financial system; • Regular updating of the Investment Register; and • Regular updating of the Loans Register. • Upgrade / improve the debt control / debt collection capacity of the Municipality • Updating of the indigent register
Capital Financing Strategies	<p>The capital financing strategies of the municipality focus on:</p> <ul style="list-style-type: none"> • The upgrading, repair and maintenance of aging infrastructure.



	<ul style="list-style-type: none"> • Servicing of identified service sites in terms of the human settlements plan for the municipality • Upgrading and expansion of infrastructure according to Council priorities. • The priority capital projects of the municipality are reflected in par. 4.11.2 above.
Operating financing strategies	<p>The operating financing strategies of the municipality are determined according to the following criteria:</p> <ul style="list-style-type: none"> • Government's requirements regarding personnel expenditure as a percentage of the operating budget (less than 30%); • Repairs and maintenance at least 5% of the operating budget; and • Council's stated priorities identified in terms of the framework for simplified IDPs.
Strategies to enhance cost-effectiveness	<ul style="list-style-type: none"> • Achieving economy by ensuring that appropriate procurement mechanisms and control measures are in place to obtain resources (the required inputs to the management process) at the right quality and quantity at the cheapest possible price (cost);; • Achieving efficiency by putting in place and ensuring the application of institutional control that promote the effective utilisation of and supervision over the activities of resources required to performed (or enable the municipality to perform) the activities required to achieve its IDP goals and objectives; and • Achieving effectiveness by measuring progress towards goal-achievement and putting in place appropriate performance assessment and monitoring and evaluation mechanisms to measure the extent of goal-achievement.

4.12.2 Project Budget: 2013/14

MIG Reference Nr	Project Description	EPW P Y/N	Project Value	Planned MIG Expenditure for 2013/2014	Planned MIG Expenditure for 2013/2014	Planned MIG Expenditure for 2014/2015	Planned MIG Expenditure for 2015/2016
PMU			1,263,850.00	1,263,850.00	1,263,850.00	1,039,800.00	1,051,050.00
MIG/FS0807/SF/09/11	Sport facilities in Phumelela	Y	13,680,000.00	4,212,750.00	4,212,750.00	3,119,400.00	3,098,628.79
MIG/FS0810/W/09/10	Zamani: 2ML Reservoir rising main & pumpstation	Y	11,176,275.00	10,293,189.40	10,293,189.40	883,535.60	
Warden: Construction of Landfill Site		N	7,000,000.00	6,446,640.32	6,446,640.32	553,359.68	
Vrede: Construction of Landfill Site		N	7,000,000.00	700,000.00	700,000.00	6,300,000.00	
Memel: Construction of Landfill Site		N	7,000,000.00	700,000.00	700,000.00	6,300,000.00	
Thembalihle Ext 4: Construction of 2ML Reservoir		Y	11,500,000.00	1,660,570.28	1,660,570.28		9,839,429.72
Zamani/Memel: Installation of Sewer Reticulation Network Phase 2		Y	7,000,000.00		-		6,854,796.21
Ezenzeleni: Construction of 0,5km paved road		Y	2,750,000.00			2,572,904.72	177,095.28
	Total			25,277,000.00	25,277,000.00	20,769,000.00	21,021,000.00



4.12.3 Alignment of the IDP and budget

Table 73: Budget Allocation to IDP priorities

Priority / Function	Projects	Operational	
		Revenue	Expenditure
PMU	1,263,850		1,347,214
Water	5,873,320	12,711,225	1,282,677
Sanitation	7,000,000	7,653,000	10,388,188
Municipal Roads & Stormwater	2,750,000	0	4,000,000
Waste Management	7,846,640	6,964,000	7,621,274
Electricity Reticulation	0	7,868,000	18,141,750
Cemeteries	0	160,000	1,055,108
Sport and Recreation	4,212,750	10,000	2,382,727
Traffic and Parking	0	200,000	1,130,685
Local Economic Development	0	0	0
Institutional Development	0	3,805,000	7,297,238
Financial Management	0	67,553,900	21,371,713
Good Governance	0	0	12,716,829

Table 74: Alignment: Budget and IDP Objectives

Strategic Objective	Outcomes	Strategies	Projects	Project cost	Programme Overheads
To implement a Project Management Unit (PMU)	PMU fully established	Establishment of a PMU	PMU	1,263,850	Rev: 1,263,850 Exp: 1,347,214
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of water Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP. The percentage of households earning less than R1,100 per 	<ul style="list-style-type: none"> Maintain existing water infrastructure (including gradually replacing ageing infrastructure) Expand the scope of access to at least RDP level of services and higher to those areas that currently do not enjoy have those services Support the human settlement initiatives in the municipal area by providing bulk water infrastructure to sites identified for housing development 	Zamani: 2ML reservoir rising main and pump station	4,212,750	Rev: 12,711,225 Exp: 12,282,677
			Thembalihle Extension 4: Construction of 2ML reservoir	1,660,570	



Strategic Objective	Outcomes	Strategies	Projects	Project cost	Programme Overheads
	month with access to free basic services				
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of sanitation Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP 	<ul style="list-style-type: none"> Maintain existing sanitation infrastructure (including replacing ageing infrastructure gradually) Expand the scope of access to at least RDP level of services and higher to those areas that currently do not enjoy have those services Support the human settlement initiative sin the municipal area by providing bulk water infrastructure to sites identified for housing development 	Zamani/Memel: Installation of sewer reticulation network phase 2	7,000,000 (Not registered yet)	Rev: 7,653,000 Exp: 10,388,188
To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	Repair and paving of roads according to the targets and projects indicated in the 5-year IDP	<ul style="list-style-type: none"> Repair and maintenance of main access and commercial roads in the area to sustain sustainable human settlements and infrastructure required for economic growth Provide quality gravel roads in those settlements where such roads are lacking; including prioritizing access roads to clinics, schools and key social facilities in the area 	Ezenzeleni: Construction of 0,5 km paved road	2,750,000 (Not yet registered)	Exp: 4,000,000
To ensure good waste management in the Phumelela municipal area	<ul style="list-style-type: none"> Three licensed and registered landfill sites. 100% of households in formal areas with access to refuse removal services at basic acceptable 	<ul style="list-style-type: none"> Relocation of landfill sites Maintain at least RDP standard refuse removal services to residential areas and settlements that currently enjoy such access, and expend 	Warden: Construction of landfill site	6,446,640	Rev: 6.964.000 Exp: 7,621,274
			Vrede: Construction of landfill site	700,000	
			Memel: Construction of landfill site	700,000	



Strategic Objective	Outcomes	Strategies	Projects	Project cost	Programme Overheads
	national standards	<ul style="list-style-type: none"> access to those areas that do not currently have it Licensed landfill sites 			
To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity	<ul style="list-style-type: none"> Maintain and upgrade electricity infrastructure in Memel, where the municipality is the responsible authority Manage the availability and administration of pre-paid meters Gradually expand access to electricity to community in rural areas through interaction with ESKOM 			Rev: 7,868,000 Exp: 18,141,750
To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries (100% of all such facilities)	<ul style="list-style-type: none"> Fencing of graveyards Routine maintenance at graveyards Identify land for the development of new graveyards 			Rev: 160,000 Exp: 1,055,108
To ensure access to quality sport and recreational in the Phumelela municipal area	Adequate provision for, safe and well maintained sport and recreational facilities	<ul style="list-style-type: none"> Routine maintenance of current sport and recreational facilities Expansion of sporting infrastructure, such as sport fields and stadiums, according to affordability Construction of new community halls in those wards and settlements where the need is the greatest, but where communities do not currently have access to such facilities 	Sport facilities in Phumelela	4,212,750	Libraries: Rev: 10,000 Exp: 983,537 Parks: Exp: 1,399,190
To ensure effective traffic management and parking in the Phumelela municipal area	Adequate provision for traffic management and parking	Provide traffic control services in the Phumelela municipal area			Rev: 200,000 Exp: 1,130,685
To create employment	<ul style="list-style-type: none"> (Number of) employment 	<ul style="list-style-type: none"> The LED Strategies of the municipal 			



Strategic Objective	Outcomes	Strategies	Projects	Project cost	Programme Overheads
opportunities in the Phumelela municipal area	<ul style="list-style-type: none"> opportunities created through targeted IDP projects (Number of) employment opportunities created through EPWP initiatives 	<ul style="list-style-type: none"> focus on two core issues, namely (1) job creation and (2) to create an environment conducive for economic growth by providing basic services infrastructure to current and potential investors. Job creation initiatives focus on the EPWP and the Community Works Programme, of which the municipality has been selected as a pilot site Support to SMMEs and BBEEs 			
To facilitate institutional transformation and development in the Phumelela local municipality	<ul style="list-style-type: none"> The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan; Targets in the organizational redesign and change management strategy; and Skills development targets in the municipal Skills Development Plan 	<ul style="list-style-type: none"> Development of an integrated Institutional Development Programme to improve the capacity of the municipal administration to implement the IDP, including an HR Strategy. Prioritise the recruitment, selection and training of competent staff, with specific reference to senior managers and posts requiring specialized skills that are core to fulfilling the Constitutional mandate of the municipality Annual review of the organisational structure. Skills development. 			Management: Expen: 969,700 Admin: Rev: 32,000 Exp: 3,303,697 HR: Exp: 547,999 Legal: Exp: 568,640 IT: Exp: 498,981 Skills Dev: Rev: 2,000,000 Exp: 588,965 Property Serv: Rev: 260,00 Exp: 809,256 Property Serv, Commonage: Rev: 1,513,000 Exp: 10,000



Strategic Objective	Outcomes	Strategies	Projects	Project cost	Programme Overheads
		<ul style="list-style-type: none"> Maintaining and improving an organisational and individual performance management system according to the required prescripts 			
To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	<ul style="list-style-type: none"> The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan; the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and key financial viability ratios. 	<ul style="list-style-type: none"> Prioritize initiatives to obtain a clean audit by 2014 Revenue Enhancement, including implementation of the tariff, rates and creditors policies Properly establish and utilizing of the Supply Chain Management Unit and associated functions Data cleansing on the financial management system 			Management: Rev: 3,000 Exp: 2,659,071 Budget Office: Rev: 60,099,000 Exp: 10,857,199 Income: Rev: 335,000 Exp: 2,519,048 Expenditure: Rev: 3,000 Exp: 1,101,516 SCM: Rev: 56,000 Exp: 1,986,379 Assessment Rates Rev: 7,057,900 Exp: 2,248,500
To ensure good governance in the Phumelela local municipality	<ul style="list-style-type: none"> Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual 	<ul style="list-style-type: none"> Effective, fully functional Council, including political and administrative support to the Mayor and Speaker Ensure the establishment and effective utilization of corporate governance structures, with specific reference to the internal audit function, audit committee, oversight committee and council committees Regulatory compliant 			Mayor: Exp: 1,544,713 Speaker: Exp: 1,465,626 Council: Exp: 5,121,041 MM: Exp: 2,169,041 Internal Audit Exp: 466,105 Risk Management: Exp: 487,953 (Management Technical & Town Planning



Strategic Objective	Outcomes	Strategies	Projects	Project cost	Programme Overheads
	<p>performance and financial reports.</p> <ul style="list-style-type: none"> Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities. By-laws and policies to enable the effective governance of the municipality 	<p>participation structures and processes, including the ward committees, IDP/budget engagements and an IDP Representative Forum</p> <p>Effective organisational decision-making structures, including a supply chain committee</p>			Exp: 805,871; 656,479)

A copy of the 2013/14 draft budget is attached to this IDP



Section E

Annual Operational Plan



5.1 Basic Service Delivery & Infrastructure Investment

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Project Management Unit required to coordinate and organize the management, planning and execution of technical projects	To implement a Project Management Unit (PMU)	Number of PMU's established					1

Priority 1: Water

Strategic Objective:
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014
Outcomes:
<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of water Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP. The percentage of households earning less than R1,100 per month with access to free basic services.
Strategies:
<ol style="list-style-type: none"> Maintain existing water infrastructure (including gradually replacing ageing infrastructure) Expand the scope of access to at least RDP level of services and higher to those areas that currently do not enjoy have those services Support the human settlement initiatives in the municipal area by providing bulk water infrastructure to sites identified for housing development



Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Upgrading of water infrastructure. Current infrastructure are too old and not large enough to handle water volumes requirements	Zamani: To construct a water reservoir and pump station with a capacity to handle 2 mega liter water	Construction of a reservoir (number of reservoirs constructed)	Registered with MIG			1	
		Rising main					1
		Installation of a pump station					1
Thembahihle Extension 4 does not have adequate infrastructure to provide bulk water to residents	To construct a 2 megaliter reservoir for Thembahihle Extension 4	Number of 2 megaliter reservoirs constructed		1			
Ageing infrastructure in need for constant repairs and maintenance	To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	Percentage of repairs and maintenance performed in terms of operating schedules	100%	100%	100%	100%	100%
It is necessary to ensure safe quality drinking water to Phumelela communities to prevent the outbreak of diseases	To ensure compliance with the national requirements for water safety	Completion of a Water Safety Plan	0	1			
		Water plants in the municipality to be registered (Percentage of plants)	0	100%			
		Number of qualified control processors				4	
Percentage of households with access to basic level of water	To ensure that 100% of households in formally established townships have access to at least RDP standard of water	Percentage of households in formal areas with access to basic level of water	100%	100%	100%	100%	100%
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	0	0	1	0	0



Priority 2: Sanitation

Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014

Outcomes:

- 100% of households in formal settlements have access to basic level of sanitation
- Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.

Strategies:

- (1) Maintain existing sanitation infrastructure (including replacing ageing infrastructure gradually)
- (2) Expand the scope of access to at least RDP level of services and higher to those areas that currently do not enjoy have those services
- (3) Support the human settlement initiative sin the municipal area by providing bulk water infrastructure to sites identified for housing development

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Sewer Reticulation infrastructure under severe pressure in the Zamani/Memel settlements	Installation of sewer reticulation network, phase 2	Phase 2 of the Memel/Zamani sewer reticulation network installed	Phase 1 completed		1		
Percentage of households with access to basic level of sanitation	To ensure that 100% of households in formally established townships have access to at least RDP standard of sanitation	Percentage of households in formal areas with access to basic level of water	100%	100%	100%	100%	100%
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	0	0	1	0	0



Priority 3: Municipal Roads and Stormwater

Strategic Objective:

To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality

Outcomes:

- Repair and paving of roads according to the targets and projects indicated in the 5-year IDP

Strategies:

- (1) Repair and maintenance of main access and commercial roads in the area to sustain sustainable human settlements and infrastructure required for economic growth
- (2) Provide quality gravel roads in those settlements where such roads are lacking; including prioritizing access roads to clinics, schools and key social facilities in the area

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Ensure that access roads are in a good order to enable sustainable social and economic activities: Various roads currently in poor condition and in need for repairs (not necessarily only access roads)	Ezenzeleni: Construction of 0,5km paved road	Kms of paved road constructed			0.5km		



Priority 6: Refuse Removal (including Solid Waste and Landfill Sites)

Strategic Objective:

To ensure good waste management in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

Outcomes:

- Three licensed and registered landfill sites.
- 100% of households in formal areas with access to refuse removal services at basic acceptable national standards.

Strategies:

- (1) Relocation of landfill sites
- (2) Maintain at least RDP standard refuse removal services to residential areas and settlements that currently enjoy such access, and extend access to those areas that do not currently have it
- (3) Licensed landfill sites

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Landfill sites not registered and/or compliant with requirements to be fully licensed	To start with the relocation and licensing of landfill sites	Warden: Construction of landfill site	0		1		
		Vrede: Construction of landfill site	0		1		
		Memel: Construction of landfill site	0		1		
Percentage of households with access to basic level of refuse removal	To ensure that all households in formal residential areas have access to refuse removal services at least once every two weeks	Percentage of households in formal area with access to refuse removal at least once every two weeks	100%	100%	100%	100%	100%
	To review the Integrated Waste Management Plan	Number of Waste Management Plans reviewed	0	0	1	0	0



Priority 7: Electricity Reticulation

Strategic Objective:

To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014

Outcomes:

- 100% of households in formal areas with access to electricity.

Strategies:

- (1) Maintain and upgrade electricity infrastructure in Memel, where the municipality is the responsible authority
- (2) Manage the availability and administration of pre-paid meters
- (3) Gradually expand access to electricity to community in rural areas

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of households with access to electricity	To ensure that at least 92% of households will have access to basic level of electricity by 2014	Percentage of households in formalized urban areas with access to basic level of electricity	100%	100%	100%	100%	100%

Priority 8: Cemeteries and Parks

Strategic Objective:

To ensure effective management of graveyards and cemeteries in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

Outcomes:

Adequate provision for, safe and well maintained graveyards and cemeteries (100% of all such facilities)

Strategies:

- (1) Fencing of graveyards
- (2) Routine maintenance at graveyards
- (3) Identify land for the development of new graveyards



Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
	To maintain existing graveyards and cemeteries	Number of cemeteries provided with solid / concrete fencing	0	1			

Priority 9: Sport and Recreational Facilities

Strategic Objective:

To ensure access to quality sport and recreational in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP

Strategies:

- (1) Routine maintenance of current sport and recreational facilities
- (2) Expansion of sporting infrastructure, such as sport fields and stadiums, according to affordability
- (3) Construction of new community halls in those wards and settlements where the need is the greatest, but where communities do not currently have access to such facilities

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Inadequate sport facilities to provide recreational and exercise opportunities for the Phumelela youth	Sport facilities in Phumelela	Number of sport stadiums upgraded in Vrede town	1 (needs upgrading)	1			
		Number of sport stadiums upgraded in Thembahihle	1 (needs upgrading)	1			
		Number of sport facilities upgraded in Memel	0	1			
	To identify land for a new sport facility in Warden	Land identified for a new sport facility in Warden	0	1			



Priority 10: Traffic and Parking

Strategic Objective:

To ensure effective traffic management and parking in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP

Strategies:

(1) Provide traffic control services in the Phumelela municipal area

Priority 11: Firefighting

Strategic Objective:

To ensure effective firefighting in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Assist the district municipality with firefighting in the municipal area

Strategies:

Support the district municipality with disaster management in the Phumelela municipal area; with specific emphasis on firefighting

5.2 Local Economic Development

Priority 4: Local and Rural Economic Development

Strategic Objective:

To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP

Outcomes:

- (Number of) employment opportunities created through targeted IDP projects
- (Number of) employment opportunities created through EPWP initiatives

Strategies:

- (1) The LED Strategies of the municipal focus on two core issues, namely (1) job creation and (2) to create an environment conducive for economic growth by providing basic services infrastructure to current and potential investors.
- (2) Job creation initiatives focus on the EPWP and the Community Works Programme, of which the municipality has been selected as a pilot site
- (3) Support to SMMEs and BBBEEs

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Municipality is a pilot site for the launching of the Community Works Programme	To launch the Community Work Programme in the Phumelela Municipality	Jobs created through the CWP					
The municipality has not yet utilized the benefits of the EPWP to assist with job creation in the area	To fully implement the EPWP Programme in the municipality	Number of jobs created through the EPWP					

5.3 Institutional Transformation & Development

Strategic Objective: *Institutional Transformation and Development*

To facilitate institutional transformation and development in the Phumelela local municipality as measured in terms of the outcome indicators listed below

Outcomes:

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- Targets in the organizational redesign and change management strategy; and
- Skills development targets in the municipal Skills Development Plan.

Strategies:

- (1) Development of an integrated Institutional Development Programme to improve the capacity of the municipal administration to implement the IDP, including an HR Strategy.
- (2) Prioritise the recruitment, selection and training of competent staff, with specific reference to senior managers and posts requiring specialized skills that are core to fulfilling the Constitutional mandate of the municipality
- (3) Annual review of the organisational structure.
- (4) Skills development.
- (5) Maintaining and improving an organisational and individual performance management system according to the required prescripts.

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Municipalities with all six critical posts filled by competent staff	To ensure that all six critical senior posts on the staff establishment are filled by competent staff	Number of senior critical posts filled by competent staff	4/5	5/6	5/6	5/6	5/6
Percentage of MMs and senior managers with signed performance agreements	To ensure that the MM and other senior managers has an annually revised performance agreement that is aligned to national priorities within the prescribed legislative time-frames	Number of annually revised performance agreement of the MM that is aligned to national priorities and the LGTAS, signed within the prescribed legislative time-frames	1	1	1	1	1
		Number of annually revised performance agreements of senior managers that are aligned to	4	2/5	2/5	2/5	2/5



Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
		SDBIP and IDP, signed within the prescribed legislative time-frames					

5.4 Financial Viability and Management

Priority 5: Institution Building

Strategic Objective: Financial Viability and Management

To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001

Outcomes:

- the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- financial viability.

Strategies:

- (1) Prioritize initiatives to obtain a clean audit by 2014
- (2) Revenue Enhancement, including implementation of the tariff, rates and creditors policies
- (3) Properly establish and utilizing of the Supply Chain Management Unit and associated functions
- (4) Data cleansing on the financial management system



Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 1	Quarter 1	Quarter 1
A adverse audit opinion	To implement the 2012 Audit Action Plan (move towards a clean audit by 2014)	Number of corrective and internal control interventions identified in the Audit Action Plan addressed	Audit Action Plan available: Total of 56 issues	56			
Percentage of municipalities that are overspending on OPEX	To ensure that the municipality does not overspent on OPEX	Operational expenditure as a percentage of the amount budgeted for operations per quarter	New	Not exceeding 100%	Not exceeding 100%	Not exceeding 100%	Not exceeding 100%
		Number of reports indicating operational expenditure as a percentage of budgeted OPEX	New	4	4	4	4
Percentage of municipalities under spending on CAPEX by target date (2014)	To ensure that the municipality effectively utilized allocated capital budget	Capital expenditure as a percentage of the amount budgeted for capital per quarter	Outcome 9	100%	100%	100%	100%
		Number of reports indicating capital expenditure as a percentage of budgeted CAPEX	Outcome 9	4	4	4	4
Percentage of municipalities spending less than 5% of OPEX on repairs and maintenance by 2014	To ensure that the municipality spent at least 5% of OPEX on repairs and maintenance	Percentage of operational expenditure spent on repairs and maintenance	Outcome 9	5% or more	5% or more	5% or more	5% or more
		Number of reports indicating expenditure on repairs and maintenance as a percentage of budgeted OPEX	Outcome 9	4	4	4	4

5.5 Good Governance and Public Participation

Alignment with Outcome 9: Good Governance and Public Participation

Strategic Objective: Good Governance

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

Outcomes:

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.
- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.
- Ensure participation of communities in the affairs and decisions of the Council and municipality

Strategies:

- (1) Effective, fully functional Council, including political and administrative support to the Mayor and Speaker
- (2) Ensure the establishment and effective utilization of corporate governance structures, with specific reference to the internal audit function, audit committee, oversight committee and council committees
- (3) Regulatory compliant participation structures and processes, including the ward committees, IDP/budget engagements and an IDP Representative Forum
- (4) Effective organisational decision-making structures, including a supply chain committee
- (5) Engagement of communities in the affairs of the municipality
- (6) Mainstreaming of HIV/Aids through awareness amongst municipal employees and awareness campaigns in the community
- (7) Promote gender equity in the municipality's recruitment and employment practices, as well as through the engagement of its communities in its planning and performance management systems

Performance Objectives, Indicators and Targets

Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 1	Quarter 1	Quarter 1
Simplified IDPs focusing on planning for delivery of a set	To align the IDP with the Simplified IDP Framework	Number of simplified IDPs that is aligned with the	0	1	1	1	1



Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base- line	Performance Targets: 2013/14			
				Quarter 1	Quarter 1	Quarter 1	Quarter 1
of 10 critical municipal services		identified 10 critical services compiled					
Number of municipalities with functional Organizational Performance Management Systems	To ensure that the municipality has a functional Organizational Performance Management System	Number of organizational performance reviews conducted	2	4	4	4	4
		Number of reports compiled in terms of section 46 of the Systems Act	1	1	1	1	1
Administration of indigents	To ensure that 100% of registered indigents have access to free basic services	Percentage of registered indigents with access to free basic services	100%	100%	100%	100%	100%
	To ensure that the indigent register is updated at least once a year	Number of updates of the indigent register	1	1	1	1	1
Initiatives supportive of Outcome 8: Human Settlements	To annually review the SDF in line with the guidelines for simplified SDFs	Number of SDFs reviewed annually	1	1	1	1	1
	To finalize the Land Use Management framework	Adoption of by-laws	0	1	1	1	1
	To finalize a land audit	Land Audit finalized	0	1	0	0	0
	To formalize settlements through targeted upgrading initiatives	100% percentage of informal settlements formalized	0	0	0	100%	100%
Deepen democracy through a refined ward committee system	To have fully functional ward committees in all 8 wards	Number of wards with fully functional ward committees	7/8	8	8	8	8
	To ensure that all ward committees meet monthly	Number of ward committee meetings held	96	96 (12x8)	96 (12x8)	96 (12x8)	96 (12x8)
		Number of ward committee reports tabled to and considered by Council	16	16 (twice a year)	16 (twice a year)	16 (twice a year)	16 (twice a year)
Community Complaints System	To implement a community complaints system	Number of complaints, queries and requests registered from the community and attended to	0	To be finalized when system has been implemented	To be finalized when system has been implemented	To be finalized when system has been implemented	To be finalized when system has been implemented
		Community Complaint System implemented and reviewed annually	0	1	1	1	1
Functional Councils	To ensure optimal functionality of Council in	Number of functional Councils, including the timely	12	1	1	1	1



Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base- line	Performance Targets: 2013/14			
				Quarter 1	Quarter 1	Quarter 1	Quarter 1
	terms of the requirements of the Municipal Structures Act	distribution of Agendas and Minutes					
		Oversight Committee established and oversight report produced	1	1	1	1	1
		Percentage of Council Resolutions implemented		100%	100%	100%	100%
Operational Clean Audit	To ensure a clean audit by 2014	Municipal Audit Action Plan implemented (percentage)	0	100%	100%	100%	100%
	To have a fully functional Internal Audit function	Number of Internal Auditors appointed	1	2	2	2	2
		Rolling three year audit plan approved and annually reviewed	1	1	1	1	1
	To have a fully functional Audit Committee	Sessions of the audit committee	0	4	4	4	4
Anti-corruption	To annually review the anti-fraud and anti-corruption strategy	Number of annual review of the Anti-fraud and Anti-corruption strategy	1	1	1	1	1
Special Focus Groups	To ensure that special focus groups are mainstreamed in the municipality's programmes and projects	Finalization of a policy to regulate the municipality's approach towards focus groups	0	1			